



GLOBAL DIVERSITY & INCLUSION

THE 8TH DIVERSITY & INCLUSION SEMINAR
26TH & 27TH FEBRUARY 2015
BARCELONA



WE invite you to celebrate the 8th annual edition of the international Global Diversity & Inclusion Seminar in Barcelona.

This event has become one of Europe's longest running and most talked about corporate focused diversity & inclusion seminars, which is something we are very proud of.

To mark this edition we are bringing together many of the world's leading minds and experts in the area of diversity and HR. Key to this year's seminar will be connecting everyday practitioners, C-level, Board level representatives along with authors and professors from some of the world's most recognized companies and institutions in driving momentum, innovation and effective thinking. This year's seminar will undoubtedly boast one of our most comprehensive agendas yet.

Many organizations still struggle with "The Business Case" as their journeys take them through the existing and ever evolving facets of inclusion and diversity. For 8 years now we have examined the most forward thinking and ground breaking approaches, strategic models and amazing success stories, however it is also essential to review informative failures, providing practical insights for organizations to improve on their strategies, ultimately enhancing the business in terms of sustainability and the bottom line.

An all encompassing two days in Barcelona will provide you with groundbreaking research, compelling presentations, debate sessions, roundtable discussions, keynote presentations, interactive workshops and much more.

The 2015 edition will once again ask the bigger, more challenging questions and we invite you to join this prestigious event. See you in Barcelona!



We proudly present our esteemed event partners for 2015

GOLD PARTNER DIVERSEO

Diverseo is a team of exceptional talents whose objective is to improve quality of decision making to create a better world.

We are passionate about cognitive sciences and technology. We enrich general management consulting approaches to help large organizations register impact in areas where obtaining results has been limited to date.

We are proud to be highly inventive by developing practical applications from cognitive sciences to help large organizations improve their effectiveness in diversity management, human resources management, marketing, finance and risk management.



COCKTAIL RECEPTION SPONSOR BROWN FORMAN

At Brown-Forman, diversity and inclusion management is a core competency. It is central to how we function as a company and the key to our long-term sustainability.

Additionally, we are aware that as an international company, we need to exhibit a diversity competence to work effectively across global markets with multicultural workforces.



SPEAKERS



Mitra Janes
Diversity & Inclusion
Manager
DLA Piper

Mitra is a Diversity & Inclusion Specialist with a real passion and genuine enthusiasm for this area. A background in generalist HR with extensive business knowledge.

Mitra is able to quickly build relationships at all levels and influence, advise and coach. A true business partner who understands that HR initiatives must be aligned to business strategies and objectives.

Proactive, self-starting and highly committed individual who consistently demonstrates integrity and drive for results.



EVENT CHAIRPERSON

Lisa Kepinski
CEO
Inclusion Institute

Lisa brings over 20 years' experience working in diverse, global environments in HR functions of Diversity & Inclusion (D&I), Staffing, and Learning & Development, in addition to PR/Communications. Lisa has been a senior Global D&I executive with AXA, Microsoft, & Hewlett-Packard setting strategic direction internationally. In 2013, she founded, and is the CEO of, the Inclusion Institute focused on consultancy, training, coaching & research. Her special expertise in organizational development integrated with inclusive culture make her a unique resource for change at all levels, from the individual to the systems level. Lisa brings deep content expertise in strategic HR and diversity & inclusion, effective strategies for engaging executive leaders, and approaches to collaborate with key partners. Over her years in global multinationals, she has internally led many significant culture change initiatives, such as start-up of new D&I functions; turn-around of stalled initiatives; culture integration post M&A activity; design and roll out of agile work programs; transition from outsourced recruiting model to in-house model; design and delivery of new leadership curriculum; launching PR strategy; and many more. She now partners with organizations on how to successfully achieve their goals for creating a more inclusive culture for sustainable business growth. Lisa has co-authored (with Tinna Nielsen) a book on 'Inclusion Nudges', and she is writing culture change articles, forming an interdisciplinary D&I Think Tank, and conducting a study of D&I practitioners' change strategies and a study on effective external events engagement strategies (with Charlotte Sweeney).



Robin J. Ely
Diane Doerge Wilson
Professor of Business
Administration &
Senior Associate Dean for
Culture and Community
Harvard Business School

Print Entire ProfileMore
Robin Ely conducts research on race and gender relations in organizations with a focus on organizational change, group dynamics, learning, conflict, power, and identity. Her recent published work includes a study of men and masculinity on offshore oil platforms, research on the impact of racial diversity on retail bank performance, and a framework for the design and delivery of women's leadership development programs. Professor Ely is presently conducting research on how women can be effective leaders in the face of gender stereotypes and the so-called "double bind" (the well-documented phenomenon whereby women leaders face a trade-off between being liked and being seen as competent); a study of how cultural beliefs about work and family limit both men's and women's ability to thrive professionally and lead whole, fulfilled lives; and a comprehensive, longitudinal study of HBS alumni career and life decisions. Professor Ely has taught MBA courses in leadership, diversity, teams, and statistics and doctoral courses in gender and race relations and in field research methods; she has also taught in HBS's executive education programs, including leadership programs designed specifically for women.



HARVARD
BUSINESS SCHOOL



Jean-Michel Monnot
VP Group Diversity
& Inclusion,
Director D&I Europe
SODEXO

Jean-Michel MONNOT is Vice President, Group Diversity and Inclusion for Sodexo, based at the Group Headquarters in Paris. He has a degree in business from the Ecole supérieure de commerce de Saint-Etienne in France. Since 2007, he has been responsible for implementing Sodexo's Diversity & Inclusion strategy across all countries in which Sodexo operates. Collaborating with local teams Jean-Michel works to establish each country's business case and strategy for Diversity & Inclusion, sharing best practice and tools, and defining targets. The first priority is to reach a gender balance at all levels of the company, and the other areas of focus are generations, sexual orientations, cultures & origins and people with disabilities.

Sodexo employs 430 000 people on 5 continents and is considered a benchmark for Diversity & Inclusion in the USA where it received the Catalyst award in January 2012 and was ranked #1 on the 2010 and 2013 DiversityInc business index of Top Companies for Diversity and Inclusion. In 2009, Sodexo received in France the Grand Prize for global diversity policy and tops in 2014 the French Ministry's league table of publicly quoted companies for gender balance within its leadership team. With women making up 43% of its Executive Committee and 38% of its Board of Directors, strong women's networks throughout the global organization and a commitment to gender equality at the heart of its strategy and performance.



Ralph De Chabert
SVP, Chief Diversity Officer
Brown Forman

Ralph De Chabert is the SVP, Chief Diversity Officer for Brown-Forman Corp. and possesses over 20 years of experience in the Diversity & Inclusion field. Previously, he held successive positions as Chief Diversity Officer, Vice-President of Employee Relations & Diversity and Head of Executive Development and Diversity for Safeway Corp., McKesson Corp. and American President Companies. He also has worked as a diversity consultant, for Pope & Associates in Cincinnati, where he consulted with numerous Fortune 500 Corporations as well as several private and non-profit organizations. Ralph holds a Masters degree in Education from John Carroll University and a Masters in Human Resources and Organizational Development from the University of San Francisco.



BROWN-FORMAN



Nathalie Malige
CEO
Diverseo

Nathalie Malige is a recognized thought leader on inclusion, diversity and unconscious bias with a direct operational business experience. She is the CEO and founder of Diverseo, an international diversity management consulting and training company globally known for its breakthroughs on unconscious biases. Nathalie is frequently featured in various media, such as the Financial Times. She is also proud to support the United Nations' Global Compact Women Empowering Principles initiative. Diverseo was founded as the exclusive business partner of Project Implicit, an international research project led by Prof. Anthony Greenwald, University of Washington and Prof. Mahzarin Banaji, Harvard University, known for having invented the Implicit Associations Test. Nathalie leads the development of business applications leveraging the unconscious workings of the mind.

Nathalie provides strategic advice and coaches senior executives to instigate and sustain behavioral change and ensure more objective decisions making. She leads change management projects in China, Southern America, Africa, Europe (UK and Germany mainly) and the United States.



Kate Grussing
Managing Director
Sapphire Partners

Kate, the founder of Sapphire Partners, has worked internationally in senior positions at JPMorgan, McKinsey & Co. and Morgan Stanley. Kate's career and functional expertise is in strategy, corporate finance, talent management, broad-based financial services, professional services and diversity and inclusion. She is a regular commentator on women's careers and advancement in executive and non-executive roles. Kate has an MBA with honours from the Tuck School at Dartmouth, a BA with honours from Wellesley College and has studied at the London School of Economics. She is a trustee of the national medical charity, the Prader-Willi Syndrome Association, and the new London Children's Museum. She is also an active member of the British Association of Women Entrepreneurs.



Ursula Wynhoven
United Nations Women
Empowerment Principles
(WEP) &
Chief, Governance & Social
Sustainability & General
Council
United Nations

Ursula Wynhoven is the General Counsel as well as the Chief, Governance and Social Sustainability for the United Nations Global Compact, the UN's corporate sustainability initiative. She is a member of the office's Executive Team. In addition to managing legal affairs and governance matters, Ursula founded and is overall responsible for the office's work programmes on the various dimensions of social sustainability, including human rights and labour principles, women's empowerment, business and children, indigenous peoples' rights, and human trafficking, and on business and the rule of law. Ursula joined the UN Global Compact in 2002. Ursula worked in private legal practice and government human rights agencies in both Australia and the US before joining the UN. Ursula has also worked for the Secretariat of the Organisation for Economic Cooperation and Development on the Guidelines for Multinational Enterprises, the OECD's corporate responsibility initiative. Among other academic qualifications, Ursula has two Masters of Law degrees - from Columbia Law School, where she was also a Human Rights Fellow, and from Monash University Law School in Australia. She has been an Adjunct Professor in Corporate Sustainability, Transnational Business and Human Rights at Fordham Law School in New York since 2007. She is admitted to practice law in jurisdictions in Australia, United States (California), and England and Wales.



Ricardo Sookdeo
Head of Talent
& Performance & HR HQ
Maersk

Ricardo sets global policies, frameworks and process to drive the talent management, performance management, diversity & inclusion, and engagement agenda.

He was the Head of Talent, Leadership, Organization Development & Performance Management for ING Insurance EurAsia from January 2011 – May 2013 in Amsterdam.

Previous to this Ricardo held the position of Director ING Business School, from September 2008 – January 2011 in the Netherlands.



Fleur Bothwick OBE
Director of Diversity
& Inclusiveness EMEA
EY (Ernst & Young)

Fleur joined EY in January 2007 as the Director of Diversity and Inclusiveness for the UK, to develop and execute their first D&I strategy. In July 2008 she was asked to take on the newly created role of Director of Diversity and Inclusive Leadership for EMEA – Europe, Middle East, India and Africa which is an Area covering 93 countries and 69,000 people. This entails developing and driving the D&I strategy across the Area through a broad based stakeholder group focused on engagement, inclusive leadership and embedding D&I into how EY runs its business and thinks about its people. Prior to joining Ernst and Young, Fleur had spent 18 years in the Investment Banking Sector. Latterly at Lehman Brothers for 7 years where she was initially Head of Human Resources for Capital Markets in Europe.

Fleur has a Masters in HR Strategic Management and lives in South London with her husband and three sons. She is an advisory member of the Pink Shoe Club Senate, and an Ambassador for the Chartered Management Institute. She is the founder of Project Vanguard, and in the Queen's 2013 New Years Honours List, she was named an Officer of the Order of the British Empire in recognition of her contribution to Diversity and Inclusion in the workplace.



Tanya Odom

**Global Diversity & Inclusion
/ Education Consultant and
Executive Coach.**

Tanya Odom, Ed.M. is an in-demand international consultant, facilitator, author and Executive Coach who has conducted hundreds of workshops on global diversity awareness/education, race/racism, gender communication, disabilities, recruitment and retention, work/life balance, cross-cultural interviewing, teambuilding, hate crime prevention, conflict management, educational equity, girls' leadership development, youth engagement and parental-community involvement for adults, youth, corporate, not-for-profit, law enforcement and education entities around the globe.

Tanya's worked with the numerous not-for-profit organizations including the Anti-Defamation League, New Leaders for New Schools, The Planned Parenthood, The Tommy Hilfiger Corporate Foundation, Community Healthcare Network, US Fund for UNICEF, National Urban League, European Peer Training Organization, among others.

Tanya, a Center for Creative Leadership-trained Executive Coach, and holds an Ed.M. in Education from Harvard University and a B.A. in Anthropology/ Sociology from Vassar College.



Theo Rinsema
Vice President
Western Europe
Microsoft

Theo joined Microsoft, Netherlands, in 2004 and after 17 months he took the role of GM of Netherlands. During this time Theo has made immense strides in growing the business from \$880m to \$1.25bn. Winning the "Great places to work" awards gives a very clear picture of what Theo has achieved in NL along with his leadership teams and Dutch employees.

One of his legacies will be how he helped transform how we work and the environment we work in. The Dutch office incubated the New World of Work concept and is now a reference point in the global market for how technology enables people to be at their best, increase productivity while significantly reducing their carbon footprint (-30%). As a result the Dutch sub was able to engage with CxO level customers on leadership, culture, workplace innovation, sustainability and look at the role of technology as an enabler.

Theo has a natural ability to drive the business and lead people through times of change. His goal is to accelerate growth, increase share and sustain the momentum. Theo is Ambassador for the Ministry of Social Affairs in Netherlands. 2013, and as we move into a New Era of devices and services.



Driving the Momentum on D&I

Thursday 26th February

08:20 – 08:50 **Registration & Welcome Coffee**

08:50 – 09:00 **Chairperson's Welcome Note & Opening Remarks**
Lisa Kepinski

09:00 – 10:00 **Tanya M. Odom, Ed.M.**
Global Diversity and Inclusion and Education Consultant & Executive Coach

Mindfulness, Leadership, and Inclusion: The important and often overlooked connection

Mindfulness is a concept and practice that is being embraced the world. Time Magazine called it a "Mindful Revolution," and the mindfulness session at the World Economic Forum had standing room only. Numerous global articles and blogs have connected mindfulness to inner peace, better decision making, potential increase in empathy, and more.

Many leaders are sharing their views on the importance of mindfulness and meditation for the individual and organization. The elements of mindfulness practice can include clearer thinking, openness, and non-judgement. What does this mean for us as diversity and inclusion practitioners? Is there a connection to our work?

In this interactive session we will explore:

- What is Mindfulness? Mindful Leadership?
- What is the connection between mindfulness and diversity and inclusion?
- How might mindfulness help us with "diversity fatigue?" Resistance? Challenges to equity?

Leadership Decoder

10:00 – 11:00 **Nathalie Malige**
CEO / DIVERSEO (GOLD PARTNER)

The Leadership Decoder: Discovering true leadership drivers to develop truly inclusive and effective leaders

The Leadership Decoder is the first global research investigating unconscious leadership self-identity and inclusive abilities. Diverseo involved a sample of more than 1,000 senior executives and high potentials with more than 70 nationalities. It evidences that many of our key assumptions about leadership, gender, cultural and generational diversity should be reviewed to develop truly inclusive leaders:

- 75% of the people have a misalignment between conscious and unconscious drivers.
- Organizations should foster cognitive diversity: there are more differences across individuals of the same gender than across genders in general.
- We all tend to have unconscious biases about others, e.g. we tend to believe that women are not self-confident while they are actually self-confident.

Organizations should therefore align organizational processes and values to create more inclusive environments and leverage the Leadership Decoder, the first Leadership digital brain coaching program incorporating self-identity. Cognitive science, digitalization, and advanced analytics now allow diversity practitioners to bring facts, data and foster deep, sustainable behavioral change. Let's move to diversity 3.0 !

11:00 – 11:30 **Coffee & Networking**

WorkLife Balance

11:30 – 12:15 **Fleur Bothwick OBE**
Director of Diversity & Inclusive Leadership EMEA / EY (ERNST & YOUNG)

New Ways of Working (NWoW)

NWoW is about supporting our people to find ways to work smarter and more innovatively - this includes how we team, collaborate and effectively use technology.

The vision for NWoW is that with a trust based approach (ie a focus on outputs, not presenteeism), we can give our people the opportunity to deliver excellent client service in a way that supports their wellbeing and enriches aspects of their lives, their families and their communities.

As Director of D&I for EMEA, I cover 99 countries and 80,000 people and the challenge has been to drive a change management approach that can solve for a rich diversity of cultures and mindsets and the reality of culture change is that nothing changes unless people change their behaviour. This presentation will include the business case for change, the challenges identified, the vision developed and the approach taken to influence/change both mindsets and behaviours in relation to flexibility.

Talent Management & HR

12:15 – 13:00 Ricardo Sookdeo
Head of Talent & Performance / MAERSK

The Connection of D&I with Talent Management and HR

- What are trends in HR & Talent Management?
- What does this mean for D&I work?
- What are the implications of placing D&I under the Talent Management function?
- How can D&I and HR work in partnership?

13:00 – 14:30 **Networking Lunch**

14:30 – 15:30 Lisa Kepinski
CEO / INCLUSION INSTITUTE

Outsmart Your Brain: Nudging for Inclusion

Inclusion Nudges are a proven, innovative approach to creating an inclusive culture, improved decision making, and business performance. Nudges are a relatively soft, non-intrusive mental push that change the way the brain makes choices and behaves. Nearly all of our decision making is at the subconscious, and Inclusion Nudges are practical interventions that will prod the brain passively and actively, with the purpose of motivating and steering towards more inclusive behaviours – that will stick! Designing these nudges is something everyone can learn and all internal agents of change ought to master this. In this session, we will introduce the concept of Inclusion Nudges, show how you can design these, and illustrate with proven examples from organizations around the world.

15:30 – 16:15 (Guest Speaker to be announced)

Societal Shifts and Trends

How does social media impact the ways work gets done? Is there a viable emergence of a “Third Way” society structure (political, economic, and social) as seen through examples such as open source, sharing economy, crowd sourcing, etc? If so, what does this mean for companies in terms of how work gets done and talent attraction and retention?

16:15 – 16:45 **Coffee & Networking**

16:45 – 17:15 Ursula Wynhoven
United Nations Women Empowerment Principles (WEP)
Chief, Governance & Social Sustainability & General Council / UNITED NATIONS

Working on Gender Equity Worldwide

This session will explore the role of the Women's Empowerment Principles (WEPs) in advancing business action on achieving gender equality and women's empowerment in the workplace, marketplace and community. The WEPs, a joint initiative of UN Global Compact and UN Women, were informed by real- life business practices and launched in 2010 on International Women's Day after a year long multi-stakeholder consultation. Subtitled Equality Means Business, the voluntary Principles emphasize the business case for corporate action to promote gender equality and women's empowerment and seek to elaborate the gender dimension of corporate responsibility, the UN Global Compact, and business' role in sustainable development. In her remarks, Ursula will highlight the need for global private sector commitment and action to advance gender equality as well as future sustainable development goals and targets.

17:15 – 17:55 **OPEN SPACE SESSION**

For this exciting session we will invite 2 delegate attendees to make a short (slide free) presentation to the room, after which the challenges will be discussed from a series of Roundtable perspectives. Each short presentation will describe a challenge and a response. Participants are invited to share their experiences and insights in discussions following each short presentaton.

Invitational R&R

17:55 – 18:25 **Mindfulness Meditation session with Tanya Odom**

Relax, clear your mind and open your senses after this robust opening day with Tanya's Mindfulness Meditation. We encourage you to take advantage of this unique session before we regroup for an evening of networking and engagement.

19:00 – 20:00 **BROWN FORMAN Cocktail Reception Opening Remarks**
Mr. Ralph DeChabert, and Icon warmly invite you to Join us and your fellow attendees for a warming drinks reception sponsored by Brown Forman, as they introduce us to their selection of fine quality wines and champagnes.

20:15 **Evening Networking Dinner**
After the cocktail party you are all invited to more informal Networking Dinner, while delighting your taste buds on some of the finest traditional dishes and culinary pleasures this beautiful city of Barcelona has to offer.

Friday 27th February

09:10 - 09:15 Welcome back! Chair's Morning Recap

09:15 - 10:00 Mitra Janes
Diversity & Inclusion Manager / DLA PIPER

Setting a D&I Structure and Making it Work Both Globally and Locally

- How to set structure in what can feel like an ambiguous topic of D&I
- how to work globally and locally on that strategy structure.
 - developing a structured approach to implementing diversity and inclusion strategy
 - local or global? What are the challenges of developing aligned d&i strategies for multi-national organisations?
 - measuring the impact
 - critical success factors

Gender Balanced Management Performance

10:00 – 10:45 Jean-Michel Monnot
VP Group Diversity & Inclusion / SODEXO

The “HOW TO” Approach to increasing Female Leadership

For this session Jean-Michel will share the outcomes of their most current internal research, demonstrating that Gender Balanced management teams outperform others at Sodexo globally.

Here he will talk on their statistics, objectives, scorecards and of course the results they have achieved.

Jean-Michel will also talk about the absolute necessity of getting leadership commitment to drive the D&I agenda, using the SWIFT Programme (Sodexo Women's International Forum for Talent) as a concrete example.

To illustrate this, he will talk about their specific actions to improve gender balance including trainings, networks, mentoring, flexibility and target setting.

10:45 – 11:15 *Coffee & Networking*

Expert Partner led Panel (Q&A) on Diversity Talent Sourcing Strategies

11:15 – 12:00 Kate Grussing
MD / SAPPHIRE PARTNERS

Join us for this 20 minute presentation where Kate Grussing will share her experience in relation to Diversity & Recruitment.

- Kate will then lead a 20 minute panel session of invited speakers for Q&A from the participant floor
- This is an opportunity to share your insights and learn from other colleagues on this key aspect of D&I work

12:00 – 13:00 Theo Rinsema
VP Western Europe / MICROSOFT

Leadership in the New Age

Theo is responsible for all employees across 14 countries and one of his legacies will be how he helped transform the way in which employees work as well as the environment in which they work. The Dutch office incubated the New World of Work concept and Theo and his team spearheaded these efforts over the past few years.

Join us for this special Keynote session with Theo, the former MD of Microsoft Netherlands, where he shares his vision on Conversational Inclusive Leadership.

- key learnings on new ways to manage under the “new way of working” approach.

13:00 – 14:15 *Networking Lunch*

Keynote Session Day Two

14:15 – 15:00 Robin J. Ely
Diane Doerge Wilson Professor of Business Administration
& Senior Associate Dean for Culture and Community / HARVARD BUSINESS SCHOOL

Accelerating the Advancement of Women Leaders

Progress in women's advancement has slowed considerably in recent years. An earlier generation's hope that filling the pipeline would eventually produce parity up through the ranks has clearly not materialized. At the same time, organizations' widespread adoption of policies prohibiting sex discrimination, while opening many doors to women, have also failed to close the gender gap at more senior levels, suggesting that impediments to women's advancement are more complex and elusive than deliberate forms of sex discrimination.

Professor Ely will present research to address the question:

Q. What can companies and individuals do to accelerate the advancement of women into leadership roles, in light of these more subtle impediments?

15:00 – 15:45 Interactive Q&A Panel Session

Rethink gender and leadership / Diversity 3.0 / Exploring Leadership Styles

This panel session will bring Professor Robin Ely to shed more light on her findings and expertise alongside Nathalie Malige (Diverseo), whose groundbreaking new research can provide fresh insights relating to these topics.

15:45 – 16:45 Open Space Session

For this exciting final session we will again invite 2 delegate attendees to make a short (slide free) presentation to the room. This time on issues relevant to the hot topics of both days. Once again challenges will be discussed from a series of Roundtable perspectives.

16:45 – 17:00 Chair's final Round-Up & Hot Point Take-away

17:00 SEMINAR CLOSE.

2015 Media Partners



Welcome to the Princesa Sofia Gran Hotel Barcelona

This will be our third year running the Diversity & Inclusion Seminar at this stunning 5 Star location. The Princesa Sofia is the largest hotel in Barcelona, located in Avenida Diagonal, a shopping and business area very near to Barcelona Football Club Stadium.

Barcelona is a cosmopolitan, dynamic, innovating and innovative city on the Mediterranean Sea, full of contrasts and diversity.

In this city every little spot has its own history. Losing yourself through the streets is like traveling through time. Admire its architecture, have a chat with its people, enjoy its world-renowned cuisine. Barcelona is a real treat for all your senses.



Who Should Attend

C-Level Executives	Employee Engagement
VP's & Global Heads of Diversity & Inclusion	HR Directors & other related areas
SVP's of Human Resources & Group HR Directors	Practitioners of D&I, Employee Well-being
Regional Heads of Inclusion & Diversity	Departmental Heads with influence on culture
Heads of Organisational Development	Culture Change Agents
Leadership Development	Those in a position of influence within the organisation to drive D&I
Talent Management	

Previous attendees include

ABN Amro	Squibb	EPWN	Merck	Sara Lee
Adidas	Brown Forman	ESADE	Metro	Seat
AIG	BT	Ferrero	Microsoft	Shell
Airbus	Cargill	GDF Suez	Munich Re	Siemens
Allianz	Carrefour	GE	National Grid	Smith & Nephew
Arla Foods	C&C Group	GEA	Nespresso	Solvay
Asda Walmart	Cisco	GM	Nestle	Sonaecom
Astrazeneca	Coca Cola	GlaxoSmithKline	NHS	Standard Chartered
Atos Origin	Continental	Genzyme	Nokia	Swift
AXA	Cooper Industries	Henkel	Novartis	Swisscom
BAE Systems	Daimler	H&M	Novo Nordisk	Telefonica
Barclays	Danone	HP	Oracle	Telenor
BASF	Dell	HSBC	Orange	Tetra-Pak
BAT	Deloitte	IBM	P&G	Thomson
Bayer	Deutsche Bank	IE Business School	Pepsico	ThyssenKrupp
Beiersdorf	Deutsche Telekom	ING	Philips	Toyota
BG Group	DHL	J&J	Randstad	UBS
BNP Paribas	Diageo	Linklaters	Reckitt Benckiser	Unilever
Boehringer Ingelheim	Diverseo	L'Oreal	Renault	Velcro Europe
BP	DNV	Mattel	Roca	Vestas
Bridgestone	EADS	McDonalds	Roche	Vodafone
Bristol Myers	Etisalat	Medtronic	Sanofi Aventis	Whirlpool
				Zurich

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Make the most of this offer and book your seat today!

Offer closes 31st December.**DELEGATE DETAILS**

Company name: _____

VAT / IVA Number: _____

Delegate name: _____

Mobile: _____

Email: _____

Vegetarian Yes / No: _____

Job Title: _____

2nd Delegate: _____ Mobile: _____

Email: _____ Vegetarian Yes / No: _____

Job Title: _____

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Discount Offers	Booking dates	1 Delegate Rate	TICK	2 x Delegate Rate	TICK
Early Bird	Dec 1st - Dec 31st	€ 1,599		€ 2,899	
New Year Offer	Jan 1st - Jan 31st	€ 1,799		€ 3,299	
February Rate	Feb 1st - Feb 10th	€ 1,999		€ 3,499	

Rates include:

Your full Delegate event pass for both days

Your event materials, follow up report and refreshments

Your invite to the Cocktail party & the Evening Networking Meal on Thursday 26th of February.

Signature: _____

Date: _____

scan and send to:
alan.bond@icongroupltd.com

or fax:
+34 933 807 627

Terms & Conditions

1. Full payment is required within 10 days of receipt of this registration form. Once the signed registration form is received by Icon Group Innovations by email or fax or otherwise, the client agrees to all terms and conditions as stated.
2. In the event of a delegate cancellation, no refunds shall be made. Cancellations must be received by email or fax at least (4) weeks before the event date to obtain a full credit note to the value of the participation fee only and does not include any additional charges

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