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International Entrepreneurial Forum


Lisbon, May 18th - 20th


Associação das Mulheres Empresárias em Portugal
www.amep.pt

MONDAY - MAY 18TH
 18:30 Reception with Lisbon local Authorities
 Presentation of all participants


TUESDAY - MAY 19TH
 09:00 Meeting in Lisbon Commerce Association with the Presidents of the Portuguese and Italian Chambers of Commerce
 Presentation of the "InvestLisboa" Program
 Coffee break
 10:45 Presentation of all member associations
 13:30 Lunch with Montijo's Mayor and other Local Authorities
 14:30 Visit to RAPORAL owned by an AMEP member at Montijo
 15:30 Visit to REFRIGUE owned by an AMEP member at Palmela
 17:30 Tour of Palmela's Enterprise Center and guided tour to Palmela's Castle
 20:00 Dinner with Palmela's Mayor and other Local Authorities

WEDNESDAY - MAY 20TH
 09:30 Forum Resolutions - with the presence of His Excellency, the Secretary of State for the Presidency of the Council of Ministers, Dr. Jorge Lacão
 11:00 Lisbon Tour
 13:00 Lunch with Portuguese, Italian and Local Authorities


AMEP newww



Sponsors:



IFC HELPS EXPAND ACCESS TO FINANCE TO WOMEN ENTREPRENEURS IN BOSNIA AND HERZEGOVINA

IFC, a member of the World Bank Group, is providing a credit line of up to EUR 4 million to MI-BOSPO to help the company expand its reach to women entrepreneurs.

Microfinance plays a key role in alleviating poverty and creating jobs in Bosnia and Herzegovina. IFC's loan is designed to support MI-BOSPO's successful microlending program, which targets women microentrepreneurs who have little or no access to the formal financial system. This investment will make a significant contribution to poverty reduction, with the loan expected to reach an estimated 3,000 women entrepreneurs by the end of 2011.

"This loan will enable us to increase financial support to the lower-income women entrepreneurs in Bosnia and Herzegovina, which is particularly important during the current financial crisis," said Nejjira Nalic, Director of MI-BOSPO. "It will also help strengthen our developmental role, as microfinance provides means and opportunities for Bosnian women to generate additional income and improve their living standards."

Women make up nearly 52 percent of the country's working-age population but their labor force participation rate is only 43 percent. Through this loan, MI-BOSPO will continue to provide credit to the underserved while seeking to raise awareness about the valuable role women can play in mainstream economic activities in Bosnia and Herzegovina. IFC also is providing governance advice to MI-BOSPO.

Shahbaz Mavaddat, IFC Director for Southern Europe and Central Asia, said, "We are pleased to cooperate with MI-

BOSPO in addressing the financing needs of women entrepreneurs in Bosnia and Herzegovina. The funding is expected to infuse additional liquidity to support MI-BOSPO's lending program. Microfinance is critical for poverty alleviation during the current crisis as many women affected by the war are the sole income generators in their families."

About IFC

IFC, a member of the World Bank Group, creates opportunity for people to escape poverty and improve their lives. We foster sustainable economic growth in developing countries by supporting private sector development, mobilizing private capital, and providing advisory and risk mitigation services to businesses and governments. Our new investments totaled \$16.2 billion in fiscal 2008, a 34 percent increase over the previous year. For more information, visit www.ifc.org.

About MI-BOSPO

MI-BOSPO is a leading microcredit organization in Bosnia and Herzegovina targeting women. Its mission is to empower women economically in the belief that economically empowered women can better influence social change and contribute to better quality of life within the family. MI-BOSPO was founded by the Bosnian humanitarian organization, the Bosnian Committee for Help that started microlending activities in March 1996, with the assistance of the World Bank and the Danish Refugee Council. In 1999, Mi-Bospo became an affiliate of Women's World Banking, through which the company receives support, advice, training, and information. For more information, visit <http://www.mi-bospo.org>.



"This loan will enable us to increase financial support to the lower-income women entrepreneurs in Bosnia and Herzegovina, which is particularly important during the current financial crisis,"



AFRICAN GROUP AND ITC UNITE TO STRENGTHEN AFRICA'S ABILITY TO EXPORT



Representatives of the African Group and the International Trade Centre (ITC) have underlined their determination to work together to bolster Africa's capacity to export and confront the global economic crisis.

Thanking the ITC for its efforts on behalf of African exporters, particularly small and medium-sized businesses, the African Group permanent representative in Geneva, Khadija R. Masri, pledged increasing cooperation between the two organizations.

"Our delegation in Geneva is fully committed to working with you to facilitate your involvement with our continent," she told ITC Executive Director Patricia R. Francis at a meeting to analyze the ongoing partnership on June 19.

ITC, a joint venture of the World Trade Organization (WTO) and the United Nations, provides 'Aid for Trade' assistance to developing countries, with a particular emphasis on creating awareness within the private sector of market opportunities and on working with local associations and trade bodies to foster export potential.

Some 43% of ITC resources go to helping least developed countries (LDCs), with Africa accounting for 36%, by far the highest share of any region. ITC signed a memorandum of understanding with the African Union in 2007 to work jointly to improve the capacity of African businesses to compete in international markets.

"The ITC is seeking to strengthen its partnership with the African Union," said Ms Francis. "The current global crisis is hurting trade and investment but it also offers opportunities that ITC is ready to work alongside the African Union to optimize through increased emphasis on markets and private business," she said.

With its credo of "Export Impact for Good," ITC is working to strengthen Africa's ability to achieve the core Millennium Development Goals (MDG), including eradicating extreme poverty and promoting gender equality.

On access to markets, Ms Francis highlighted ITC's assistance to Ethiopia, Madagascar, Tanzania and Uganda to improve product quality and standards of spices with the assistance of the American Spices Trade Association.

Ms Francis noted that ITC had forged productive alliances with leading African economic groupings, including COMESA, ECCAS, ECOWAS and SADC. With the latter, it is working to develop the skills of small farmers to help them form part of supermarket supply chains and also get access to export markets.

ITC has also recently signed a new four-year partnership accord with the Dutch Centre for the Promotion of Imports from developing countries (CBI), which will enable it to provide additional trade assistance to a large number of African countries. (In ITC)



With its credo of "Export Impact for Good," ITC is working to strengthen Africa's ability to achieve the core Millennium Development Goals (MDG), including eradicating extreme poverty and promoting gender equality.



AID FOR TRADE – MAINTAINING MOMENTUM

The second Global Review of Aid for Trade brought together heads of international organizations, donor and beneficiary countries as well as experts from the public and private sectors to review progress and chart the future of the Aid for Trade initiative. Hosted by the World Trade Organization (WTO) on 6-7 July, the conference took place against the backdrop of steep declines in international trade this year linked to the global economic and financial crisis.

Calling Aid for Trade a success story, participants urged further increases in financing aimed at expanding trade opportunities for developing countries, especially given the current difficult economic climate. “Building more trade capacity is essential because trade can and must be part of our efforts to stimulate a recovery,” Ban Ki-moon, UN Secretary-General, said in his opening remarks.

“If Aid for Trade was urgent in 2007, it is essential today – it is the investment that will allow many developing countries prepare to exit the crisis by enhancing their trade capacity,” said Pascal Lamy, WTO Director-General.

Aid for Trade grew by more than 10% in real terms in 2007, with new commitments from bilateral and multilateral donors exceeding US\$25 billion, according to a report prepared jointly by the WTO and the Organization for Eco-

nomics Co-operation and Development (OECD). Moreover, there was an additional US\$27.3 billion in non-concessional trade-related financing.

Patricia R. Francis, Executive Director of the International Trade Centre (ITC), chaired the conference’s session on private sector partnership for growth. Participants in this session, as well as the wider conference, advocated a bigger role for the private sector in designing and implementing aid for trade programs. The need for more involvement of small and medium-sized enterprises (SMEs) was also underlined. Ms. Francis noted the importance of “soft infrastructure,” which makes enterprises competitive. “Our philosophy at ITC is that business people need well-informed, market savvy trade support networks if they are to take advantage of export opportunities and adjust to a changing world,” Ms Francis said.

Other key points from the conference were:

- The need to resist protectionism. “To date, instances of protectionism have been a low grade fever rather than a full-blown influenza. But the temperature of the fever has been rising,” World Bank President Robert B. Zoellick said. He and other speakers cited examples, such as tariff increases, subsidies, non-tariff barriers and green protectionism.



“Calling Aid for Trade a success story, participants urged further increases in financing aimed at expanding trade opportunities for developing countries, especially given the current difficult economic climate.”



- The Doha Round should be completed, both to counter temptations of protectionism and provide a stimulus in countering the current economic crisis, particularly for developing countries.
- Trade finance is crucial. The credit crunch has left many companies, especially SMEs, struggling to obtain the finance needed to back trade. The meeting saw the launch of the Global Trade Liquidity Programme, a public-private banking partnership to raise \$50 billion in trade credit.
- A stronger regional dimension in Aid for Trade. “We will rely mainly on our regional partners including the development banks and bilateral donors to take the lead in evolving clear and focused regional Aid for Trade projects,” Mr Lamy said.
- The importance of monitoring and evaluating the impact of Aid for Trade. “Aid for Trade should develop as a community of best practice ... We need to ensure also that we are not just measuring inputs and outputs, but tangible outcomes,” Mr Lamy said.
- Emphasis on high-level political commitment for policy reform and the mainstreaming of trade in national development plans.
- The growing role of South-South cooperation in Aid for Trade. Speakers during a conference

session devoted to this highlighted many instances of partnerships between developing and emerging economies stretching back a number of years. Such programs are “demand driven” and beneficial to all involved, they said.

- The complementary nature of trade hardware and software. Most speakers underlined that trade hardware, such as infrastructure (especially roads and ports) across regions remains important. Equally crucial is soft infrastructure, also known as trade software. This encompasses training and capacity building for institutions and firms on standards, rules of origin and customs, as well as trade information and identification of market opportunities.
- Reducing the costs of trade. Lack of harmonized rules brings soft costs; transport and shipping bring hard costs; lack of trade intelligence (information) brings costs to find interesting export niche markets. Aid for Trade programs must work to reduce these costs.

There were encouraging signs regarding further funding from donors of Aid for Trade, including after 2010. Japan, the UK, the Netherlands and France announced increase in Aid for Trade.

(In ITC)



“We will rely mainly on our regional partners including the development banks and bilateral donors to take the lead in evolving clear and focused regional Aid for Trade projects,”



INTERNATIONAL WOMEN ENTREPRENEURS FORUM

MAY 18-20, 2009

Even with the world economy in a turmoil NEWWW was able, through AMEP to organize the first International Women Entrepreneurs Forum hosted in Lisbon and that had dozens of women entrepreneurs from Albania, Algeria, France, Germany, Guinea-Bissau, Israel, Italy, Portugal, Spain and Sweden.

The Forum had its genesis in the network started by the Italian Chambers of Commerce in Europe and the principle was taken further, with the active participation of the Italian Chambers of Commerce of Vercelli, and Asti, from Italy and Paris from France.

The Forum's Honour commission had the presence of Jorge Lacão, Secretary of State for the Presidency of the Council of Ministers, Eurídice Pereira, Setúbal Civil Governor,

António Costa, Lisbon City Mayor, Maria Amélia Antunes, Montijo City Mayor, Ana Teresa Vicente, Palmela City Mayor, Bruno Bobone, President of the Lisbon Commercial Association, Filippo Montera, President of the Camera di Commercio Italiana per il Portogallo.

Women Entrepreneurs Associations from Algeria, Brazil and Spain were present and showed great interest in strengthening their ties with NEWWW.

Each country had the opportunity to introduce themselves and the different opportunities they have to offer, making this forum a rich networking opportunity that has spanned throughout all countries that at-

tended.

Visits and tours to two industry companies owned by AMEP members were given that culminated with product gifts to all participants from each company.

Following are some of the presentations given during the Forum.

"When the EU declared 2007 the Year of Equal Opportunities began, in fact, an AMEP new life cycle. The Association has, since its beginning in the early 80s, international links. But in 2005, it also became co-founder of NEWWW, the Network of Entrepreneurial Women WorldWide -, and holds, since then, a Vice-Presidency. However, in 2007 AMEP decisively took the path of internationalization by seeking new partnerships and giving members the possibility to establish new

personal and professional enriching contacts. Meetings were attended in Portugal, in Erfurt, Germany, in Valencia, Spain and finally in Turin, Italy.

The Italian Cham-

bers in several EU countries were particularly active in 2007 by providing meetings through bipartite missions between Italian and local female entrepreneurs. A new network launched in Vercelli had its genesis in these Italian Chambers of Commerce in Europe initiatives. Maybe some of logistics mishaps experienced in Turin pushed Manuela Cerrutti, President of Women Entrepreneurs of Vercelli Chamber of Commerce to organize the marvelous event held on March 2008. The restricted participants number, but very diversified in their origins – people came from the United States, Switzerland, Holland, France, Albania, Italy and Portugal, were the recipe for the creation of strong Friendship and fellowship bonds. This network started in such perfect timing UNFOLDS TODAY in this International Entrepreneurial Forum.

NEWWW, through AMEP has enlarged this small group to Spain, through the AMEP of Cadiz, to Algeria, through Sève Association, to Morocco, through the AFEM Association, to Brazil through



"The determination, courage and vision of a brighter future allowed this International Entrepreneurial Forum to start today in this city of Lisbon, with a wide participation of Portuguese and foreign entrepreneurs."



CNEB - National Council of Brazilian Women Business Owners.

The global financial and economic crisis, along with the apprehension caused by the pandemic influenza A hindered the realization of this forum, yearned for and determined by all participants of the Vercelli event. But such difficulties were not enough to cancel the good intents of Vercelli.

The determination, courage and vision of a brighter future allowed this International Entrepreneurial Forum to start today in this city of Lisbon, with a wide participation of Portuguese and foreign women entrepreneurs.

And despite our inability to establish video conferencing links for now, we have received messages from all those who could not attend physically. They all sent their messages, with special notice to Brazil, that announced months ago a strong participation of ten entrepreneurs. Their PowerPoint presentation will be shown at this meeting. Marika Viano, from the Netherlands, Nancy Fisher from the United States, Melania Zanetti from Switzerland have sent us moving messages exposing their personal hardships to attend the forum and expressed their desire to know of our work and conclusions.

A special word of gratefulness to those who have supported us from the beginning – the Presidency of the Council of Ministers, the Lisbon City Hall, the Italian Chamber of Commerce in Portugal and the Lisbon Commerce Association. It should also be mentioned the support given by the City Hall of Montijo and Palmela, and the Civil Government of Setúbal.

We hope that on the next event we will not face an empty Bank chair. We hope they will consider that without our support, from micro and small enterprises, which are, according to statistics, mostly in the hands of female entrepreneurs, the current national, European and world situation cannot revert positively. Always using statistics and the two conferences of the OECD in Paris aimed at women entrepreneurs from the entire world, which confirm that - in inverse ratio to women entrepreneurs' dilemma to access bank credit they are the most serious in fulfilling their obligations towards the Banks. The near future will demonstrate publicly the truthfulness of these facts.



A special greeting to this event's Organizing Committee. The AMEP members and women entrepreneurs Georgina Reis, Margarida Moreira, Carla Manuel, Cristina de Sousa, Fernanda Vieira brought to the event their personal commitment and their companies' "Refrigue", "Diagonal Design," "Algarpalcos" and "Raporal" resources. A special word of thankfulness to TAP, which in addition to the conveniences granted to our participants, publicized the event in the magazine distributed to all passengers.

To everyone a large thank you for all that you have accomplished.

And now ... Let's go to work! "

Maria Teresa d'Avila
NEWWW Vicepresident / AMEP National President

.....
INTRODUCTION INTERNATIONAL BUSINESS FORUM

"It is with great pleasure, on behalf of the Commercial Association of Lisbon, that I welcome this group of women entrepreneurs.

The Chamber of Commerce celebrates this year 175 years of existence. Unfortunately, in all these years, we never had the pleasure of having a woman as President, maybe after me that barrier will

be broken soon!

ACL chose two main lines of work on which we based our path lately, due to the fact of being the Portuguese representatives of two major business organizations worldwide: the Eurochambres - Association of European Chambers of Commerce and the International Chamber of Commerce.

First, to support the internationalization of Portuguese companies and their products. To do this, we seek the most interesting markets for business development and for our products, including Spain, USA, Angola, China and India.

Secondly, the promotion of the city of Lisbon as an international business center capable of attracting business and investment. Hence the project InvestLisboa was born, in collaboration with the Municipality of Lisbon, which you will have opportunity to learn in more detail today.



All over the world, women are gaining their place in the business world and in all spheres of economic, social and cultural life, but there is still a long way to go, namely in Portugal.



Ladies

All over the world, women are gaining their place in the business world and in all spheres of economic, social and cultural life, but there is still a long way to go, namely in Portugal.

At this time of economic and financial crisis we need more than ever women entrepreneurs and businessmen who are able to take the responsibility of creating and bringing new ideas of development and improvement to the society in which we operate.

And it is no coincidence that those who, like you, are committed to push their projects forward and devote all its forces to ensure the best result, receive from the whole community an enormous sympathy and consideration, even when some project doesn't turn out so well.

I wish every success to this event and in particular for all your projects and congratulate the Association of Women Entrepreneurs in Portugal for this initiative.

Thank you very much."

Pedro Madeira Rodrigues
General Secretary ACL
- Lisbon Commerce
Association



Eccellentissime Signore
ed Eccellentissimi Signori,

In primo luogo desidero ringraziare la illustre Presidente dell'Associazione delle Donne Imprenditrici in Portogallo, Dottoressa Maria Teresa d'Avila, l'onorevole invito a partecipare a questo importante evento che riunisce, in questa magnifica sala, le rappresentanti della imprenditoria femminile di molti paesi di tutto il mondo, con un saluto speciale alle rappresentanti del mio paese, l'Italia.

Nel 2007, la Camera di Commercio Italiana in Portogallo, unitamente alle Camere di Commercio Italiane di Francoforte, Madrid, Parigi e Zurigo, con la preziosa collaborazione dell'AMEP e la partecipazione delle Camere di Commercio di Torino e Vercelli, ha organizzato un seminario a Lisbona. Sono stati affrontati temi di grande interesse, in relazione alle problematiche esistenti nelle attività delle donne imprenditrici e si è concluso con vari incontri d'affari fra le imprenditrici portoghesi e italiane. Il seminario è stato seguito, dopo pochi giorni, da una conferenza allargata svoltasi a Torino.

Nel 2008, la Dottoressa Maria Teresa d'Avila ha partecipato a una riunione tenutasi a Vercelli e

oggi, nel 2009, siamo testimoni di un evento a Lisbona, che è della massima importanza, in particolare tenendo conto dell'attuale grave crisi economica che sta attraversando tutti i paesi del mondo.

Penso che questa manifestazione sia un atto di fede nel futuro, una dimostrazione della vitalità dello spirito imprenditoriale femminile e un incentivo per una collaborazione sempre più stretta fra le associazioni dei paesi qui rappresentati.

A voi tutti, i miei più sinceri auguri per il successo delle attività che stanno per iniziare.

Dr. Giovanni Maria Incisa di Camerana
General Secretary - Camera di Commercio Italiana
per il Portogallo

At a time of unquestionable economic difficulties that we face in all countries, characterized by a

profound crisis in various production sectors and a fall in consumption, the data regarding Italy for the year 2008 are a source of pride that, businesses run by women have a good "performance", with some regions, such as Lombardy and Calabria, recording an increase in the percentage of women entrepreneurs.

With this data in hand, we found that, especially for individual entrepreneurs - the small and micro businesses - women "will not give up" and try to tackle the crisis, whereas the percentage of men that have given up is higher.

The Italian national data for 2008, confirmed the sectors of health and personal services, which are characterized by a predominant presence of women in the leadership of individual companies, with major presences also recorded in education, hotels and catering, business services, agriculture and trade.

As for my region, the Piemonte, the business owners at the end of 2008 totaled 272,472, with the following gender division: 203,100 companies owned by men and 69,372 by women.

The province relating to my department, Vercelli, noted in 2008 some continuance in numerical comparisons with the data of recent years, with a substantial confirmation of the number of individual entrepreneurs. Continuity that should certainly be highlighted as a very positive development, given the current economic moment, as a demonstration of good will to solve this crisis.



"we witness an event in Lisbon which is of utmost importance, considering the severe economic crisis that all countries pass through. I think this demonstration is an act of faith in the future, a demonstration of the vitality of female entrepreneurship and an incentive for even nearer cooperation between the associations represented here. "



In the Italian national ranking, the 2008 company rating puts Vercelli in twenty fourth place (out of 104 provinces taken into account), with 11,524 companies registered with the Chamber of Commerce, of which 8635 belonging to men and 2889 to women.

What I want to emphasize, beyond these numbers, is the perception that I have of the great desire of the women I know in my office as Chairman of the Department of Women Entrepreneurs of the Chamber of Commerce of Vercelli.

There is great determination in the women entrepreneurs of Vercelli, desire for renewal, to be aware of time, in all sectors.

In moments of confrontation with women entrepreneurs who live in my province, I see a lot of professionalism and ability to broaden their horizons and no resignation and apathy, and this way of solving the crisis is undoubtedly positive, a good basis for propelling initiatives of local institutions.

A "positive thinking", despite the national, European and global economic crisis, which is also supported by many young people, who get close to my Department to request information regarding the steps to become an entrepreneur. Agriculture, trade, personal services, services business to business, there are many areas where even today, despite many difficulties, there are women who want to bet on themselves to get involved, creating businesses.

A positive scenario that gives me pleasure to underline and that must be a reason of hope on a quick and ready recovery of the economy and provide a stimulus for those who can support it with initiatives, projects, moments of confrontation.

Manuela Cerruti
 Presidente del Comitato dell'Imprenditorialità Femminile della Camera di Commercio di Vercelli

those who were lucky to participate.

Organization Committee

- Maria Teresa d'Avila*, President AMEP
- NEWWW Vicepresident
- Carla Rodrigues*, CEO, Algarpalcos
- Cristina Sousa*, CEO, Raporal
- Fernanda Moura Vieira*, Refrigue
- Georgina Rels*, CEO, Refrigue
- Maria Margarida Moreira*, CEO, Diagonal Design



A positive scenario that gives me pleasure to underline and that must be a reason of hope on a quick and ready recovery of the economy and provide a stimulus for those who can support it with initiatives, projects, moments of confrontation.



Throughout the Forum echoes of positive networking were listened and several partnerships were started between the women entrepreneurs participants present, making this Forum a success story that will, most certainly, bring results to



INVEST LISBOA PROGRAM PRESENTATION

Invest Lisboa is a partnership between the Lisbon Municipality, the Portuguese Chamber of Commerce and Industry and the Portuguese Business Development Agency.

We have solutions for your investments in Lisbon:

- We can source business opportunities, partners and locations;
- We support investors throughout the decision-making process, providing information and contacts in local and national institutions;
- We contribute to the simplification of administrative proceedings;
- We mobilize partners around the design, development and implementation of projects that guarantee the best investments for Lisbon;
- We organize visits to suitable premises for company relocation;
- We offer a service that is personalized, confidential, and free of charge.

We aim to be your partner in Lisbon.

Advantages of Lisbon:

Facing the Atlantic, a gateway to European, American and African markets, ancient converging point of cultures, modern and cosmopolitan capital, Lisbon has exceptional conditions for locating your company and to guarantee the success of your investments.

- Lisbon is a privileged access platform to 500 million European consumers, offering modern transport and logistic infrastructures, including modern railroads and highways, the international maritime ports of Lisbon, Setúbal and Sines, and Lisbon International airport (ten minutes drive from the city's centre) offering low cost connections to multiple European and transcontinental destinations;

- Lisbon has privileged business and cultural connections with the seven Portuguese language countries, of which Angola, Brazil and Mozambique stand out due to their considerable dimension. It is the ideal location for companies who seek export and investment opportunities in those emerging markets, which comprise 250 million consumers;

- Lisbon has highly qualified, flexible, creative, multilingual and competitive human resources. The hourly labour cost in Portugal is about half of the European Union average. It is also home to

universities and researchers of outstanding quality, particularly in the health sector. It is the right place for setting-up research and development or service centres;

- As a capital city, Lisbon gathers decision-making centres essential to business development, offers a modern network of technological and communication infrastructures, as well as a wide range of excellent quality product and service suppliers;

- In Lisbon, social stability and active policies regarding entrepreneurship, innovation and the simplification of bureaucracy, and excellent security conditions (according to the Global Peace Index, Portugal is the worlds 7th most secure country) generate the ideal conditions for business implementation and growth;

- Lisbon is at the centre of a region that generates 40% of the national GDP. Its 3 million consumers are open to innovation and to new products and services;

- In Lisbon, you can enjoy an unparalleled quality of life: a mild climate, a unique luminosity, hospitable people, diverse landscapes and an original gastronomy with a Mediterranean flavour. It is

the European capital with the highest number of golf courses and golden beaches, only 15 minutes away from the city centre;

- Lisbon is a tourist destination per se, where invaluable historical heritage and cultural authenticity mix with the latest trends. It is one of the most sought after destinations for business conferences and events, since it combines modern infrastructures with a diversified leisure offer at highly competitive prices;

- Lisbon is a hip and modern city with constant activity – 24 hours per day, 365 days per year. Concerts, festivals, exhibitions, sports events and entertainment are a permanent feature;

- Lisbon offers a wide river front and privileged access to the Atlantic, being a confluence port of massive cruise and navigation routes. It is the capital of the European country with the largest exclusive economic zone and where the European Maritime Safety Agency is located.

Come visit us and evaluate the enormous potential of Lisbon.

By Rui Pinto Coelho

For more information: www.investlisboa.com



“Lisbon is a privileged access platform to 500 million European consumers, offering modern transport and logistic infrastructures, including modern railroads and highways, the international maritime ports of Lisbon, Setúbal and Sines, and Lisbon International airport (ten minutes drive from the city's centre) offering low cost connections to multiple European and transcontinental destinations”



DIVERSITY AT WORK - WHY DIVERSITY MATTERS NOW

MEET FIVE LEADERS DEDICATED TO KEEPING THEIR PROGRAMS GOING-- AND GROWING--STRONG.

The economy may be in turmoil, but the Top 5 Best Companies for Multicultural Women refuse to retreat. Diversity leaders at General Mills, Goldman Sachs, IBM, KPMG and Procter & Gamble are all focused on finding creative and resourceful ways to make their programs work. Here, they share what they're doing to make their efforts recession-proof and why it's so important—now more than ever—to remain committed to nurturing a diverse, inclusive workplace. For some, this means introducing microinequities training. To others, it means delivering a vibrant online diversity and inclusion curriculum. In all cases, diversity and inclusion are more than buzzwords; they're a way of doing business.

Edith Hunt
COO of Human Capital Management and Chief Diversity Officer
Goldman Sachs

In this current environment, we're focused on retaining our top talent and having optimal engagement and productivity to ensure our continued commercial success. We are challenged to develop new, timely and relevant diversity content that directly impacts our people's commercial agility, career development and workplace experience. We are aggressively leveraging technology to deliver a robust online diversity and inclusion curriculum. E-learning courses focus on topics such as cross-cultural competencies, generational differences and religion in the workplace. These online courses give our people the flexibility to engage in diversity training outside of the traditional classroom set-

ting. We also host the Multicultural Women's Loft Series, small-group discussions led by senior leaders from around the firm. Being diverse is not optional; it is what we must be.

Kenneth Charles
VP, Diversity and Inclusion,
General Mills

Our success at creating an inclusive workplace directly impacts our ability to compete globally. Productivity, innovation, retention and market penetration are essential for any organization, and each of these business essentials is a fruit of the diversity tree. Today's economic challenges present an opportunity for companies to demonstrate the solid business value generated by diversity and inclusion. This year, General Mills is introducing microinequities training. This training is meant to help employees leverage the opportunity to encourage other employees to make greater contributions through microadvantages, which have a powerful effect on performance and can directly impact the bottom line. We view diversity as a way of doing business rather than a strategy to employ in good times or bad. We must appreciate the demographic shifts under way and the importance of the multicultural consumer.

Jeffery Smith
Global Diversity and Inclusion
Practice Leader
Procter & Gamble

Leveraging diversity continues to be a key strategic priority. It enables us to be in touch with consumers around the world



Our diversity efforts are linked to our business strategy and are fully integrated into how we operate. This integrated approach fuels innovation and growth for the company.



and helps us meet their varied needs. Our diversity efforts are linked to our business strategy and are fully integrated into how we operate. This integrated approach fuels innovation and growth for the company. Our global diversity and inclusion mission is “Everyone Valued, Everyone Included, Everyone Performing at Their Peak.” This drives our internal efforts to engage all of our employees on a daily basis and to engage them at every point of their career development. We continue to invest in leadership and capability building. We realize it will take a highly skilled, fully engaged organization to compete in today’s dynamic business environment.

This is important at every level of the organization and in every region. We are committed to winning with our consumers and our employees. Leveraging diversity and inclusion remains the core of our long-term success.

Ronald Glover
 VP, Diversity and Workforce Programs
 IBM

Global workforce diversity is a cornerstone of our strategy to differentiate ourselves as one of the world’s great companies, and that’s especially important during challenging economic times.

IBM remains fully committed to a culture of diversity and inclusiveness as an essential part of how we attract and retain the best people around the world. That means we extend beyond the traditional subjects of diversity—race, gender, genetics, religion, disability or sexual orientation—so that it becomes a natural extension of our company’s strategy and culture of innovation. An inclusive workplace makes for a creative environment. IBM believes this—and will continue to promote global workforce diversity regardless of the economic climate.

Angela L. Avant
 Partner in Charge of Diversity
 KPMG

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I am fortunate to work for a firm that has taken a long-term strategic view on its commitment to diversity.

The strategic plans KPMG adopted and began implementing roughly two years ago and our goals around recruiting, retention, development, advancement and inclusion remain in place. While we, like most businesses today, are experiencing the impact of the economic downturn, we continue to be committed to developing consistent and sustainable strategies for hiring a diverse population of top talent. With the globalization of the workforce, it is important that we continue our efforts to create, retain, develop and advance a strong talent pipeline that focuses on all aspects of diversity. These efforts extend beyond race and gender to include generational, cultural and sexual differences. Having a diverse workforce makes our firm stronger and more equipped to meet the needs of the global business community that we serve.

(in *Working Mother*)



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