



**ZERMATT
SUMMIT**
HUMANIZING GLOBALIZATION

Executive Summary

4th Zermatt Summit - June 20 to 21, 2013
Business & NGOs: Building Partnerships of Winners

www.zermattsummit.org

“On behalf of the Board, I am proud to present this Summary of the 4th edition of the Zermatt Summit. This year the Zermatt Summit paved concrete paths towards Changing Hearts and Minds with its high quality speakers and rich content, reaffirming that not only new leadership is possible but that dialogue is possible between civil society and business fulfilling the aims of Zermatt Summit Declaration and Manifesto.”

Dear Friends, dear Partners,

In the recent years, we have all experienced the drastic change created by globalization in the economic, social and political fabrics of societies.

A widening wealth distribution gap, a lack of long-term employability, climate change, increasing volatility in the global economy, growing skepticism and even suspicion towards existing institutions... These are just a few examples of the challenges we are facing. The responses so far have been less than adequate. It is now time to act; time for a more comprehensive, holistic approach integrating the contribution that all key players – government, business, civil society - need to bring to the table.

Compartmentalizing problems used to be a successful approach in many cases. However, some of the issues we are facing today are so complex that it is impossible to address them successfully without taking into account the whole picture; without looking at the ways issues impact one another.

A key illustration of this new paradigm is that it is now nearly impossible to look at economic activity, to make economic or corporate policy decisions, without consideration for the social, human, environmental impact of such decisions.

In the same way, while fully recognizing the logic and objectives of business, we increasingly realize that there is more than “just” a business dimension to the activities of Multinational corporations.

Put it simply: governments, corporations, individuals need to embrace new perspectives, new ways of approaching issues, new operating processes. Up to the last part of the 20th century, government and business – the state and the private sector – were mostly the two key actors, the movers and the shakers. The emergence of civil society as a very potent and increasingly assertive force has been a major new development brought by globalization.

In the same way – also as a result of globalization – the Western world absolute prominence on the global scene is now being replaced by a new power architecture in which emerging market countries are more and more asserting their voices, their priorities and their expectations.

More than ever, we need to put the human being back at the very center of economic activity. We have to integrate the concepts of finance serving the economy, economy serving the common good and the common good serving the human being.

We also have to recognize that business and civil society cannot exist and operate at best in a silo mode, at worst in confrontation. They increasingly need to find efficient collaborative formula that will respect their respective specific roles. In the same way, while the profit and non-profit sectors have their own logic, they need to be seen more and more as complementary in their mission as well as with respect to the domains they cover.

The Rana Plaza tragedy in Dakha, Bangladesh – 1,300 workers dead under the rubles of a grossly inadequate building, has forced major clothing brands to audit their supply chains in order to ensure greater safety and better working conditions for the people at the bottom of the global supply chain. These 1,300 deaths, and all those that had gone unnoticed before by the international media, could – and should – have been avoided if there had been a better collaboration between the corporations and the NGOs involved. And if governments had not waited until the tragedy happened to stop turning a blind eye to unacceptable abuses.

The overall theme of this fourth Zermatt Summit – building a partnership of winners between NGOs and business – aimed at encouraging a broader and more productive action-oriented dialogue between actors who have yet to move from suspicion, or awkward collaboration, to a genuine mode of partnership taking different forms.

These partnerships are in line with two guiding principles: the need to put the human being at the center of the economic process, and the role that hybrid organizations bringing together the profit and non-profit dimension can now play in creating more inclusive prosperity.

Our objective during our discussions was to make the Zermatt Summit an enabler of a broader and more successful collaboration between business and civil society – and the platform of reference when it comes to creating a more, sustainable and human globalization.

“The current crisis is not only economic and financial but it is rooted in an ethical and anthropological crisis. Concern with the idols of power, money and profit rather than with the value of the human person has become a basic operating norm and critical criteria for organizations. We have forgotten something important that is over and above business logic and market parameters. That “something” is men and women in as much as they are human beings by virtue of their profound dignity: we need to offer them the possibility of a dignified life actively participating in the Common Good”.

With the Zermatt Foundation we strive to serve rather than be served and to adopt everyday practices which prove that another path is possible. We invite you to join us on this path next year on the 26th and 27th June 2014 for another giant step in the Zermatt Summit direction.

Again, on behalf of the Board, I would like to thank all the actors of this edition of the Zermatt Summit, the speakers, our sponsors as well as our organization team who worked so hard to make this event a success.



Christopher Wasserman

Founder, President of the Board and CEO – Zermatt Summit

Declaration on the Common Good to Humanize Globalization

We, the members of the Zermatt Summit Foundation Board*, signatories of this Declaration,



* Jean-René Fournier
HI and RH Archiduke Rudolf of Austria of Habsburg-Lorraine
Daniel Lauber
Antonin Pujos
Théodore Roosevelt Malloch
Father Nicolas Buttet
Nicolas Michel
Christopher Wasserman

Affirm that the dignity of the human person and the inviolability of his/her rights must be the foundation for relations between the citizens of the world and that respect for these two principles must prompt States, other national and international public authorities, civil society and economic operators to govern decisions and actions resolutely towards the Common Good;

Point out that human dignity is the principle from which all Human Rights stem, and that this principle is invoked by many Conventions and Universal or Multilateral Declarations, as well as by many national Constitutions;

Support the values of freedom, equality, solidarity, subsidiarity and respect for creation, and affirm the necessity of protecting the cultural diversity of humankind;

Are convinced that the resolution of the present crisis depends on greater acceptance of responsibility and determined commitment by each individual to promote the Common Good in a spirit of service and love. This appeal is all the more urgent in that the great challenges facing humanity are becoming more threatening;

Note that social market economy as well as free enterprise have enabled humanity to make real progress and have made goods and services available to an ever greater number of people;

Would like to see an economy driven by the concern for the Common Good supported by financial mechanisms at the service of the real economy which are keen to foster development that respects the human person, in particular those who are most vulnerable, and that cares for the natural world and the ecosystem;

Reaffirm that the exercise of power is legitimized by seeking the Common Good, by the humanization of social life and by respect for fundamental freedom, in particular freedom of conscience and freedom of worship;

Deplore that exclusive desire for profit and thirst for power, which is at the root of so much human drama, hinders the development of the whole man and of all men to the full;

Encourage, consequently, each and every person, particularly those who exercise economic or political power and who are actively involved in all levels of society in both the public and private sectors, to serve the Common Good of the whole human family with courage and boldness and to actively promote peace in the world;

Recommend that firm and effective reference be made as widely and constantly as possible to the Common Good as the guiding principle for humanity to commit to regulating its activities with greater solidarity while considering each person as an end and not as a means;

Propose to share with all women and men of good will our reflections on the importance of the Common Good by virtue of which each one is called to see his or her own good in the good of others; and our conviction that, by making the Common Good the guide for our actions and the criterion for our decisions, we can individually and collectively work for civilization and progress while respecting our human nature and nature generally, with a view to achieving shared prosperity, sustainable development, peaceful coexistence and, ultimately, the realization of our natural and universal aspiration to happiness;

Invite all women and men of good will to commit themselves to the Common Good and to the signing of this Declaration.

Some highlights from the fourth edition



Civil society is now a diverse, vibrant, very influential player that can no longer be ignored.

Two important developments are happening:

- Civil society has to be seen increasingly not only at the third player - along with business and government - but also as the glue between business and government.
- Business and NGOs cannot be seen any more as separate realities. In many domains the lines have been blurred between the two. This is illustrated by the emergence of new types of companies – **hybrid corporations** which are created for profit but also for Purpose. New forms of incorporations in the USA are reflecting this new reality.



Social entrepreneurship expresses this reality but we need to find ways for social entrepreneurs to be able to scale up their concept. What we are looking at, here, are social entrepreneurs who are **mission-driven**, have a **strategic approach**, are **resourceful** because money is not always available in the amounts needed, and who have at the same time the notion of **profitability and the ability to integrate new measurements** beyond wealth creation towards talent creation, social capital creation.

These developments imply a rethinking of the relationship between business and NGOs, the setting – or the broadening – of new rules of engagement. In that respect, we need to address the crucial issue of trust between the two – and we need to realize that building trust is a process that takes time and patience. Businesses as well as NGOs need to rid themselves of the “unconscious arrogance” that sometimes color their behavior and their decisions, the “I know how to deal with it” syndrome.



If we want to achieve a more efficient collaboration between business and NGOs we need a much sharper focus on **where when and how** this collaboration can provide optimum results, a full clarity on each party's agenda and objectives.

The withdrawal of the state from some areas where it had exclusive responsibility until recently has broadened the potential domains for collaboration between business and NGO and heightened the necessity for this collaboration.

Business and NGOs need to focus more on a set of issues that are crucial for ensuring a more efficient collaboration:

- Legitimacy of NGOs and their *modus operandi* but also the broader legitimacy of the corporation.
- Transparency – who funds what and for what purpose?
- Accountability in terms of results achieved.

The explosion of social media has also added a new dimension to the relationship between business and NGOs as it has inverted the pyramid in some ways. It is no longer only money that speaks out loud. Civil society has found an incredibly efficient amplifier that no business or government can ignore. With the spread of social media, businesses are under increasing pressure to be more ethical.

However, as business and NGOs try to achieve a better collaboration the role of the state cannot be underestimated when it comes to set the major orientations and create the overall framework for activity. We need to take into account that sovereign states are not the sole players anymore in the interna-

tional community. Non-state actors are increasingly active, contributing to shaping the international legal order. States had to learn to work with civil society even before business had to do it.

So our objective should be to leverage and multiply a number of successful examples where government/business/civil society have been acting in convergence like the Kimberly Process to deal with the “blood diamonds” issue, or the Global Compact initiated by the UN. We should aim at creating a whole web of such examples of convergence of government/business/civil society efforts towards addressing some global issues.

This might be a piecemeal approach but this would help advance the agenda in the absence of global formal agreements that are becoming more and more difficult to achieve as we have seen with the failure of the Doha Round or the very meager results of the Rio + 20 Summit on climate change.

We see a lack of leadership – on the political side – to address the global issues that we are facing – as this is illustrated for example with respect to the climate change challenge. We cannot wait for global leaders to make decisions that will then prompt us to act. This leads to one unavoidable conclusion: There is a need to push from the bottom to initiate the changes that are so necessary.

This requires new kinds of leaders, globally responsible leaders whether at the head of corporations or of NGOs – and it is worth noting that globally responsible leadership as a notion did not exist 10 years ago.

What does this kind of leadership require?

- Personal level transformation of the heart and soul
- Transformation at the level of the corporation, which might involve retrofitting the existing organization
- Being engaged in the transformation of the System

In that respect, we all realize that despite all the progress made these last few years Corporate Social Responsibility is not yet fully embedded in many corporations, that it remains vulnerable to the uncertainties of the business cycle. We are just at the beginning of this process which will take time.

In the same way, we have now the tools for monitoring and measuring performance in ensuring greater transparency and accountability. It is for us to ensure that these tools are used in a very assertive way.

All this gets back to the notion of transformation, of redefining the finality of economic and business activity, of optimizing the outcomes of economic activity for the human being.

This is a process that we need to engage into because **business as usual is not enough anymore** as the trust deficit towards business leaders and corporation shows in a very dramatic way.

Very tellingly, we need to draw the lessons from the fact that this trust deficit is not the result of missing economic or business targets but is generated by corporations failing to put customers ahead of profit, by how employees are treated, by lack of transparency in the supply chain. Increasingly, it is the failure



on the part of business leaders and corporations on the so-called **soft issues** that is generating this lack of trust.

This leads to a very important point that we need to find a way to translate into our daily approach to business. **The smart thing to do is not to try to “maximize” the return but to “optimize” it.**



This change of mindset, this heart and mind transformation, has to go beyond compliance in the narrow, technical, legal meaning of the term. Because technical or legal compliance does not address the key question of “what are my values and how do they connect to the impact that my decisions and activities have on other people?”

It is only by redefining the *raison d'être* of the corporation in a broader sense, that we can play our role as leaders in addressing the contradictory pressures that we are confronted with and that we can remain ourselves and help align management on the long-term view of the where the corporation should be and the values it needs to abide to and help transmit.



This much needed change of mindset will take time. It is a process. And what we are doing here is a step in that direction. It is a process in which we are all – here – involved and to which we are all – here – contributing.

Cross-sector collaborations are increasingly perceived to be effective catalysts of economic, environmental and social sustainability. Yet, these partnerships face a potential credibility gap. The number of multi-stakeholder collaborations has increased significantly over the recent years, but their overall impact is not yet on a par with the magnitude of the global challenges our society faces. In addition, the relationships between the parties involved – business, civil society representatives and governmental agencies – have long been characterized by mutual suspicion.

How can one enhance trust between unnatural partners that have vastly different agendas and operating cultures? Around what consensus can effective collaboration be articulated? What are the organizational models and accountability channels that maximize the potential of delivering an effective combination of economic and social value to the community at large?

This is why we already invite you to join us for the 5th edition of the Zermatt Summit, next year June 26 to 27, 2014.

A rapidly evolving playing field

“Social Entrepreneurship is a bottom-up movement [...] that seeks to come up with a business-based, sustainable answer to social issues”

Arnaud Mourot
CEO, Europe, Ashoka

Globalization and technological progress have unlocked individual potential and given unprecedented power to civil society. The latter is diverse, vibrant and highly influential. Acting as “glue between the public and the private sectors”, it plays an active role in the formulation of a “shared vision” for the future and in the defense of the values associated with the common good.

Civil society representatives are also actively involved in the development of social ventures and new formats for cross-sector collaboration. As a result, one witnesses a blurring of the lines between identities and traditional organizational models. For example, employees of large corporations are also members of civil society who sometimes act as social entrepreneurs within more traditional business organizations.

At Jamii Bora Bank, one of the fastest growing banks in Kenya, all the staff are current or ex-clients. Identities have become plural and they often overlap. Organizational and sectoral barriers are also disappearing: international banks like BNP Paribas or Morgan Stanley now have microfinance departments along with an impact investment offering for their clients.

Social entrepreneurship is one of the many reflections of civil society's growing appetite for the articulation of innovative solutions to pressing social needs. Social entrepreneurs are fully aware that the involvement of other actors in their projects may allow them to leverage additional resources.

“Social entrepreneurship is not a charity with a revenue stream. It is about reforming a system that creates negative externalities.”

Soushiant Zanganehpour
Head of Strategy & Operations, Skoll Center for Social Entrepreneurship, Oxford University

New bases for value creation?



Cross-sector partnerships allow for a unique combination of skill-sets and capabilities. Governments bring scaling potential, and sometimes a long track record of collaboration with civil society. Cities and regions are particularly effective partners that provide incubation and supporting frameworks to an increasing number of social ventures.



In parts of the world where the State and governmental institutions are more fragile, the dynamic of the relationship differs somewhat but remains of equal strategic importance. Business sector participation facilitates access to funding and to infrastructures that are required for a project to come to scale.



Increasingly, business, civil society and governmental agencies recognize the benefits they can derive from effective cross-sector partnerships. For businesses, participation in social ventures increases the attractiveness of their organizations for recent graduates and helps drive current employee engagement. In emerging economies, acting as the development partner of a country may also provide corporations first-mover advantage. NGOs and social entrepreneurs find themselves in a position to act as a “catalyst for change”¹ as they provide business and governments with privileged insights into innovative approaches to better product/service delivery.



For the private sector, scaling such innovations may unlock previously untapped markets. For governments, there may be opportunities to curb public spending, increase the quality of services provided to constituents, and delegate the provision of public services.



The scope of multi-stakeholder collaborations has expanded significantly over the recent years. For companies, it often implies going beyond traditional business activities and embracing the notion of “extended leadership”². In the case of Arcelor Mittal, as Char-



lotte Wolff, Group Head of Corporate Responsibility mentioned, that meant making the decision to become in Liberia a capacity building partner for the State and committing to “help put the country back in business”³ after Liberia’s second civil war. For Novartis, it involved creating a drug supply chain in Tanzania to help ensure its medicine could reach the rural patients that needed them.

Cross-sector partnerships are rife with execution challenges

Agreeing to a partnership is not the same as delivering one. As Rodrigo Jordan, Vertical, highlighted, business is often viewed as “unconsciously arrogant”. Such perceptions are a reflection of important differences in operating cultures and in long-term agendas. In addition, corporations and NGOs both face important trust and legitimacy issues. As Alexander Fink, CEO Edelman Switzerland, summed it up, this largely results from a perceived failure – especially on the part of the private sector – to meet public expectations.⁴ With globalization, large corporations are increasingly perceived to have broken the social contract, thereby reinforcing the notion that concepts such as “shared value” or “win-win” are fiction.

Cross-sector partnerships carry a series of financial, reputational, and operational risks for the parties involved. When Heineken first decided to provide antiretroviral therapy its employees and their families in Sub-Saharan Africa, it launched a treatment program without knowing what the overall costs to the company would be.

¹Erin Ganju, Co-Founder and CEO, Room to Read

²The Regeneration Roadmap, SustainAbility <http://theregenerationroadmap.com/files/reports/Changing-Tack.pdf>, last accessed July 3, 2013

³Charlotte Wolff, General Manager, Group Head of Corporate Responsibility, Arcelor Mittal

⁴2013 Edelman Trust Barometer – additional information available upon request

As SAP decided to partner with NGO Specialisterne and hire autistic people for its software-testing department, it had to weigh the risks of being accused of merely looking for a source of cheap labor. Private sector actors also need to be strategic in selecting the NGOs they want to work with. Failing to carry out proper due diligence and choosing an organization of the wrong size may result in scaling asymmetries that threaten the overall outcome of the venture.

The successful delivery of a combination of economic and social value that is scalable is complex and difficult to track. As Michael Fuerst from Novartis, stressed, measuring social impact in the health sector is a delicate exercise. Attributing social impact is difficult: is the doctor making the diagnosis to be credited or the infrastructure through which the drugs are made available to the patients? Probably both, but in what proportions?

The question is all the more important as it has governance implications. Viable partnerships require appropriate incentives schemes for all the actors involved. In addition, traditional indicators can fail to be an accurate gauge of the success of social innovations. In the case of microfinance for example, the key evaluation criteria should not be repayment rate and profitability, but the rate of graduation to SME status of the loan recipients – which remains very low... An important underlying issue is that there are no established benchmarks that assess sustainability.

Zermatt Summit participants highlighted that the lack of a common language between business and civil society representatives remains the biggest challenge to the success of cross-sector collaborations. As Carlos Braga from IMD put it, business and NGOs “lie in the same bed, but they have different dreams”. Arnaud Mourot from Ashoka, called for “a change in the conversation”.

Differences in terminology are not only a potential challenge to the execution of a venture, they also point to conflicting views of its success. Quoting research conducted at Oxford University, Bérangère Magarinos-Ruchat from Firmenich and Chairperson of the Global Compact Network Switzerland stressed that “client” and “beneficiary” are not interchangeable terms; they underpin differences in user empowerment and overall goals.

It is precisely that difference that prompted Ashoka fellow Jean-Baptiste Bapst to create a network of social groceries allowing its users to re-allocate some of their economic resources towards projects important to them. The goal of the project was not the mere provision of affordable food products but included several strategies to empower individuals to execute on personal aspirations.

To date, cross-sector partnerships still lack sufficient incubating support and the specific platforms they require in order to develop successfully. For Mark Foster, Chairman of the International Business Leaders’ Forum, this is likely due to insufficient funding. Other Zermatt Summit participants contended that there should be more direct involvement from business schools in the creation of a dedicated support system.

A roadmap to stronger, more effective and resilient multi-stakeholder partnerships

“The power of social entrepreneurs does not lie in their P&L, but in their vision of society”

Arnaud Mourot
CEO, Europe, Ashoka

What are the building blocks of successful co-creation and other multi-stakeholder ventures? Such collaborations require the clear formulation of common goals, strong governance, clear channels of accountability and organizational transparency. It is the combination of these elements that determines legitimacy in the eyes of the public. This recognition has become essential because of the unprecedented influence acquired by civil society through social media. As Marlyn Tadros Founding President & Executive Director, Virtual Activism and Professor at the New England Institute of Art emphasized, social media platforms have become the “ultimate amplifier” that can make or break any organization’s credibility.

Effective cross-sector collaborative work calls for “globally responsible leaders”, a phrase that was coined only ten years ago, Mark Drewell, CEO Globally Responsible Leadership Initiative, pointed out. What characterizes this new generation of decision makers? They have an extended view of the scope of their responsibilities; their strategy is focused on optimizing profit rather than maximizing it. Overall, they assess their decisions against a different set of criteria that include: who is affected by what I do? What kind of suffering could I be “co-creating”? The grooming of these decision-makers and their counterparts requires a significant amount of action-based learning.

Many Zermatt Summit participants emphasized the transformative power of experience and the value of programs such as the International Business Leaders’ Forum’s “Crossing Borders” or “Leaders’ Quest” that allow members of senior management to go beyond a merely conceptual approach of sustainability related issues. More broadly, educational institutions need to empower the younger generations with a new combination of skill-sets that is not just technological.

Jean-Louis Homé, Former Chairman, Fair-trade International, President MDIN, stressed the crucial importance of investing in empowering the end-users of an infrastructure/service and of involving the public sector – where pertinent – in the implementation process. Carlos Braga from IMD concurred that failure to do so may mean the demise of a project. He thus explained that the distribution of LifeStraw individual water filters in Kenya was not successful because people were not given the opportunity to appropriate this innovation and integrate it into their daily habits.

Personal engagement from senior business leaders is another key driver of effective cross-sector partnerships. Figures like Peter Brabeck-Letmathe Chairman of Nestlé or Peter Voser, CEO of Royal Dutch Shell, have played central roles in shaping their organizations’ contributions to addressing environmental issues.

Yet, involvement from the top leadership is not effective if mid-level management does not actively back it up, Bettina Ferdman-Guerrier, Founder & CEO Philiias Foundation, highlighted. As Jan Noterdaeme from CSR Europe put it, for it to yield sizeable results, CSR needs to be closely related to the specific area of expertise of an organization, and “embedded in the DNA of company”.

The current 18-29 generation presents an unprecedented strategic opportunity and untapped body of talent for business and civil society organizations alike. They are the “first globals”, and they show strong interest in social and environmental issues. Indeed, surveys indicate they will agree to a 15% pay cut to work for a company whose social mission they strongly identify with.

Several Zermatt Summit participants also highlighted that the only way out of the trust deficit crisis that business – and to a certain extent, civil society organizations – face implies greater transparency and clearer chains of accountability. CSR Departments should be able to act as the “internal NGO” within a business organization, and have, as Jan Noterdaeme put it, the same amount of freedom as a King’s fool.

Organizational models also need to evolve. Sebastian Winkler from the Global Footprint Network, described the current system as being governed by the “3 Cs” (command, control and compliance). He contended that self-regulation and compliance are not enough and called for new guiding principles, which he described as the “3Is”: innovation, integration and incentives. Fredrik Galtung from Integrity Action also underlined the limits of the compliance model and advocated for the development of an alternative. Through tools like the “fix rate” which aim to provide an objective and reliable measure of organizational transparency, his organization thus advocates for the implementation of a “proactive integrity model”.

Claude Smadja highlighted the need for a cultural change in the rhetoric currently used to refer to sustainability issues. We should abandon the Malthusian discourse that has been dominant since the creation of the Club of Rome and start highlighting all the tech-

nological capabilities that can be used to address current problems. Renat Heuberger, CEO South Pole Carbon Asset Management, agreed that people “don’t want to listen to a sad story”, and that communication around environmental issues should remain approachable and positive.

Lastly and perhaps most importantly, Zermatt Summit participants stressed that social and environmental issues will start being addressed more effectively by the private sector once it is in a position to accurately price the cost of not doing so. Triple bottom-line reporting and the development of impact investing are a clear indication of progress in this direction. Consumers are increasingly willing to pay a premium for socially responsible products and services, but the accurate pricing still remains a challenge today.

Final conversations in Zermatt emphasized the need to “start mobilizing from within”. Our generation finds itself faced with the challenge of re-articulating moral values and economic priorities. This implies restoring the political dimension of business and putting the human being back at the center of the economic process. As Mark Foster from International Business Leaders Forum, summarized, we find ourselves at a “dangerous moment”, with “a long journey of awareness ahead”.

“Enlightened self-interest should replace “Greed is Good”.

Mohan Munasinghe
Nobel Peace Prize co-recipient

Program

Thursday 20 June 2013

09:00-09:10 **Welcome and opening remarks**

Christopher Wasserman
Founder & Chairman, The Zermatt Summit

09:10-10:30 **Opening plenary**

BUSINESS AND CIVIL SOCIETY: RETHINKING THE TERMS OF THE RELATIONSHIP

After a period of mutual suspicion and controversies, relationship patterns between business and the third sector have evolved towards the recognition that collaborative strategies can be mutually beneficial and are powerful tools to address sustainability issues. However, misperceptions and unmet expectations still mar the business-NGO relationship. What issues need to be addressed to achieve smoother, more successful civil society-corporate engagements? What should be the rules of engagement between business and civil society? How can partnerships involving various stakeholders remain accountable, transparent, and focused on specific, measurable issues?

Serena Brown
Global Development Initiative Senior Manager, KPMG

Rodrigo Jordan
Mountaineer and President, Vertical S.A.

Nicolas Michel
Professor of International Law, University of Geneva, and Geneva Graduate Institute of International and Development Studies

Danny Sriskandarajah
Secretary General, World Alliance for Civic Participation

Marlyn Tadros
Founding President & Executive Director, Virtual Activism, Professor of Computer Science at the New England Institute of Art

Moderator: Claude Smadja
President, Smadja & Smadja

11:00-12:30 **Debate**

SOCIAL ENTREPRENEURSHIP AND THE BUSINESS OF POSITIVE SOCIAL CHANGE

Globalization and technological advances have unlocked individuals' potential to tackle societal needs effectively. Challenging the traditional notion of profitability, a new generation of mission-driven entrepreneurs is using business skills and expertise to address social and ecological issues. What innovative business models are these new agents of change developing? Are there limitations to social entrepreneurship's impact potential? In what ways can social entrepreneurship be a force for change at the economic and social levels?

Gustavo Montero
Founding Partner, GAM Consulting Group

Arnaud Mourot
CEO, Europe, Ashoka

Soushiant Zanganehpour
Head of Strategy & Operations, Skoll Center for Social Entrepreneurship, Oxford University

Moderator: Yaël Smadja
President, Smadja & Smadja USA

11:00-12:30

Panel discussion**BUSINESS AND CIVIL SOCIETY: CHAMPIONING SOCIAL INNOVATION**

Over the recent years, governmental agencies have been opening up public services to new types of providers. In some instances, service provision has been partially or fully delegated. In others, governments have supported partnerships with private capital, social entrepreneurs and the public to foster more efficient and economical approaches to pressing social needs. What can business-NGO partnerships do better than governments? How can they add value to government-provided services? How can we create “Silicon Valleys of social innovation”? Are there specific areas where business-NGO intervention achieves best results?

Berangère Magarinos-Ruchat

Director of Sustainability Partnerships, Firmenich/ Representative, Global Compact Switzerland

Carlos Braga

Professor of International Political Economy, Director, the Evian Group

Michael Fuerst

Corporate Responsibility Manager, Novartis

Moderator: Delia Meth-Cohn

Director, Global Rethink

12:45-14:15

Working lunch**WIN-WIN CO-CREATIONS BETWEEN THE SOCIAL AND BUSINESS SECTORS**

What would the world look like if the barriers between the business, social and public spheres were torn down? How can economic performance, social impact and innovation be conciliated to create opportunities for scalable social and business co-creations? Discover concrete examples of hybrid collaborations and contribute to the definition of innovative collaborative societal solutions.

Arnaud Mourot

CEO, Ashoka, Europe

Stéphanie Schmidt

Director, Full Economic Citizenship Europe, Ashoka

Anka Wittemberg

Chief Diversity & Inclusion Officer, SAP AG



14:30-16:00

Plenary session**IT IS MORE THAN “JUST” BUSINESS: HOW BUSINESS LEADERS CAN CONTRIBUTE TO MOVING A COUNTRY UP**

We are witnessing the limits of what governments can do to foster economic and social development. How can the corporate world – without neglecting its responsibilities towards shareholders – contribute to greater social cohesion and inclusive growth? How should the shareholder-stakeholder relationships be balanced? What should business do better and/or differently when dealing with the community at large?

Mark Drewell

Chief Executive, Globally Responsible Leadership Initiative

Antonin Pujos

Former Chairman and Founder, the Research Club, French Institute of Directors

Mallika Sarabhai

Dancer and social activist

Charlotte Wolff

General Manager, Group Head of Corporate Responsibility, Arcelor Mittal

Moderator: Claude Smadja

President, Smadja & Smadja

16:30-18:00

Panel discussion**HOW CAN CIVIL SOCIETY AND THE PRIVATE SECTOR BE PARTNERS IN ADDRESSING THE EMPLOYABILITY CHALLENGE?**

Globally, it is estimated that nearly 300 million of 15-24 year olds are not working or studying. Of that total, 26 millions are in OECD countries. In emerging economies, where young people are the fastest growing segment of the population, this severely hampers current and future economic growth. In Western countries, governments remain unsuccessful in dealing with their growing NEET (Not in Employment, Education or Training) population. The ILO describes the age group as a “scarred” generation of young workers. How can civil society organizations and businesses improve their collaboration to facilitate access to education and to create a better match between training and skills demand? In a world of fast evolving technology and market needs, what are the strategies that will ensure greater employability?

Philippa Frankl

Executive Director, Street Kids International

Erin Ganju

Co-Founder and CEO, Room to Read

Serena Brown

Global Development Initiative Senior Manager, KPMG

Anka Wittemberg

Chief Diversity & Inclusion Officer, SAP AG

Moderator: Delia Meth-Cohn

Director, Global Rethink

16:30-18:00

Panel discussion**HOW CAN CIVIL SOCIETY AND THE PRIVATE SECTOR BE PARTNERS IN ADDRESSING THE ENVIRONMENT CHALLENGE?**

For most global businesses, the greenwashing of the early years is long gone. Well-articulated environmental goals are increasingly becoming part of corporate strategies. Yet, the overall impact of business activity on the planet keeps intensifying. Emerging economies need to find ways to curb environmental damage without constraining economic growth. More developed countries are also struggling with elaborating and implementing policies that will reconcile environmental sustainability and profitability. Advocacy groups have been pressuring corporations and governments to move faster and more decisively on these issues. What are the areas of potential conflict between the private sector and NGOs on this topic, and how can they be successfully addressed? How can we foster genuine synergies between NGO and corporate initiatives?

Renat Heuberger

CEO, South Pole Carbon Asset Management

Stuart Orr

Head of WWF's Water Stewardship

Sebastian Winkler

Director, Europe, Global Footprint Network

Moderator: Dougal Thomson

The Economist

18:00-18:15

Connecting the dots...**A LOOK BACK ON THE DAY'S DISCUSSIONS TO HIGHLIGHT ITS KEY OUTCOMES**

Rodrigo Jordan

Mountaineer and President, Vertical S.A.

19:00-19:45

Concert: Piano & Orchestra

Soloist: Elizabeth Sombart, accompanied by the Orchestre Solidaire Résonance and conducted by Diego Miguel-Urzanqui

19:45-21:45

Official dinner**WHAT THE BUSINESS/CIVIL SOCIETY PARTNERSHIP CAN DO NOW FOR A SUSTAINABLE FUTURE**

Keynote speaker: Mohan Munasinghe

Nobel Peace Prize Winner, Physicist, Sri Lanka

Friday 21 June 2013

09:00-10:30

Plenary session

CREATING THE VIRTUOUS CIRCLE: ETHICS + TRANSPARENCY = TRUST

Ethical lapses from MNCs and compensation issues have tarnished corporate image in most parts of the world. Negative perceptions also affect NGOs and civil society organizations since they are reproached with a lack of transparency in their use of resources and/or governance models. Legitimacy is also sometimes called into question. In which areas would greater transparency help foster public trust in corporations as well as in NGOs? To what extent do corporations and NGOs need to respect similar ethical principles? What are the indicators and reporting tools that will create accountability and enhance public trust?

Alexander Fink
CEO, Edelman Switzerland

Fredrik Galtung
Chief Executive, Integrity Action

Guido Palazzo
Director of the Department of Strategy, Professor Faculty of Business & Economics, University of Lausanne

Christopher Wasserman
President, TeroLab Surface Group, Chairman, The Zermatt Summit

Moderator: Claude Smadja,
President, Smadja & Smadja

11:00-12:30

Panel discussion

HOW CAN CIVIL SOCIETY AND THE PRIVATE SECTOR BE PARTNERS IN ADDRESSING THE HEALTH CHALLENGE?

In the Western world, the health-related costs incurred by the Welfare State are becoming increasingly untenable. In less developed economies, broadening access to health care, fighting infectious diseases and malnutrition are crucial priorities. Civil society organizations and the private sector have created successful patterns of collaboration, especially in emerging countries. What are the lessons to be drawn from successful examples of collaboration? How can they be expanded?

Jean-Louis Homé
Former Chairman, Fairtrade International, President, MDIN

Vinay Nagaraju
COO, Riders for Health

Arie de Groot
Director, Investment Fund for Health in Africa

Moderator: Delia Meth-Cohn
Director, Global Rethink

11:00 -12:30

Panel discussion**THE FUTURE OF IMPACT INVESTING**

Questioning the notion that there has to be a trade-off between achieving economic performance and contributing to social progress, a rapidly growing number of actors are investing in, or creating companies, organizations or funds that will generate both economic and measurable social/environmental returns. Although relatively new, the market is growing in size and sophistication. Who are the actors on this market? What are the criteria and requirements for impact investment? What is its economic and social potential?

Wolfgang Hafenmayer
Managing Partner, LGT Venture Philanthropy

Nicolas Hazard
President, Comptoir de l'Innovation

Emmanuel de Lutzel
Vice President, Social Business, BNP Paribas

Martin Rohner
CEO, Alternative Bank

Moderator: Claude Smadja
President, Smadja & Smadja

12:45-14:45

Luncheon**THE INESTIMABLE VALUE OF "SOFT" VALUES**

Keynote speaker: Robin Cornelius
Founder and President, Switcher

Moderator: Claude Smadja
President, Smadja & Smadja

15:00-16:45

Plenary**CORPORATE SOCIAL RESPONSIBILITY AS AN INTEGRATED PART OF CORPORATE STRATEGY EVEN IN TOUGH ECONOMIC TIMES**

Companies that succeed in incorporating their Corporate Social Responsibility (CSR) goals into their overall corporate strategy reap reputational, human capital and operational benefits. CSR is no longer a PR gimmick or a notion to be paid lip service to: it is becoming part of risk mitigation and opportunity-seeking strategies. How can corporations ensure that CSR genuinely becomes part of their organizations' culture and day-to-day operations? How can triple bottom line reporting be used as a progress-tracking tool for corporate performance? Can we prevent that CSR obligations should become lesser priorities in difficult times?

Bettina Ferdman-Guerrier
Founder & CEO, Phillias Foundation

Christian Leitz
Head, Corporate Responsibility Management, UBS

Jan Noterdaeme
Senior Advisor, CSR Europe

Karl Friedrich Scheufele
Co-President, Chopard

Moderator: Delia Meth-Cohn
Director, Global Rethink

17:00-18:30

Closing plenary**GOVERNMENT/BUSINESS/CIVIL SOCIETY: GETTING TOGETHER TO ACHIEVE SUSTAINABILITY**

There is a growing consensus that a number of issues are today too complex to be addressed successfully only by government or by the business world and without the involvement, or at least acquiescence of the civil society. Recent, global examples show that sustainable and inclusive growth can best be achieved through genuine collaboration and a convergence of objectives between government, business and civil society. What are the requirements to create goal-oriented partnerships that contribute to economic progress and greater social cohesion? How do we ensure that economic, social and environmental sustainability become part of an integrated approach to inclusive prosperity? What rules of engagement will ensure long-term win-win partnerships?

Father Nicolas Buttet

Founder, Philanthropos European Institute

Rob Cameron

Executive Director, SustainAbility

Mark Foster

Chairman, International Business Leaders Forum

Marcelo Palazzi

Harvard Advanced Leadership Fellow, Director, B Corporation, Europe

Moderator: Dougal Thomson

The Economist

18:30-18:45

What do we take home? Key highlights and conclusions from the Summit

Christopher Wasserman

Founder and Chairman, The Zermatt Summit

Saturday 22 JUNE 2013

08:00-12:00

The Matterhorn Leadership Excursion

Rodrigo JORDAN

Chilean mountaineering and leadership expert

For a deeper dive...

Several examples of cross-sector collaborations were discussed or referred to in Zermatt. The index below lists the ones that were discussed in greater detail and provides contact points for additional information where relevant.

LifeStraw- Kenya

Carlos Braga
IMD

www.vestergaard-frandsen.com/carbon-for-water/how-it-works.html

SMS for Life (Tanzania)

Michael Fuerst
Novartis

www.malaria.novartis.com/innovation/sms-for-life

Jamii Bora Bank

Stephanie Schmidt
Ashoka

<http://jamiiborabank.co.ke/about>

Housing for All

Stephanie Schmidt
Ashoka

<http://india.ashoka.org/sites/india/files/AccessstoHousing.pdf>

A.N.D.E.S social groceries network

Stephanie Schmidt
Ashoka

www.epiceries-solidaires.org

Making More Health

Stephanie Schmidt
Ashoka

www.makingmorehealth.org

SAP-Specialisterne

Anka Wittenberg
SAP

www.sap.com/news-reader/index.epx?pressid=20938

GIZ- Arcelor Mittal

Charlotte Wolff
Arcelor Mittal

www.giz.de/themen/en/29510.htm

WWF/H&M Water consumption in the Brahmaputra river

Stuart Orr
WWF

http://www.wwf.panda.org/what_we_do/how_we_work/businesses/corporate_support/business_partners/handm.cfm

Juniper Network/Not For Sale

www.slideshare.net/fibonaccidesign/juniper-networks-not-for-sale

Integrity Action/Google

Fredrik Galtung
Integrity Action

www.integrityaction.org/prashant/integrity-action-winners-google-global-impact-challenge-2013

Room to Read

Erin Ganju
Room to Read

www.roomtoread.org/page.aspx?pid=315

Riders for Health

Vinay Nagaraju
Riders for Health

www.riders.org/where-we-work/zambia

Switcher

Robin Cornelius
Swicher

www.respect-code.org/Main.action

Royal DSM and World Vision (Tanzania)

<http://wvi.org/pressrelease/royal-dsm-world-vision-announce-partnership-nourish-millions-world's-most-vulnerable>

WFP, USAID, Pepsi (Ethiopia)

www.wfp.org/stories/wfp-pepsico-and-usaid-fight-child-malnutrition-ethiopia

Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ)

BASF, Cargill (Philippines)
www.giz.de/en/mediacenter/10790.html

Syngenta Foundation

Safaricom (Kenya)
https://gc21.giz.de/ibt/GC21/area=gc21/main/en/usr/modules/gc21/ws-FLEXdialogue/info/ibt/downloads/CaseStudyAdaptation_SyngentaKenya.pdf

UNEP, Greenpeace

Unilever and Coca-Cola/Pepsi
www.refrigerantsnaturally.com/statements/greenpeace.htm

The Zermatt Summit Manifesto

In the competitive market economy, our present development model has shown a continuous ability to be creative and to increase wealth. At the same time there has been a progressive blurring of its link with the global Common Good, and a significant loss of our capacity to regulate it.

Economics have been unlinked from ethics and politics as financial capitalism tends to nurture a speculative race where money serves to create more money without sufficiently investing in the real economy, producing goods or services useful to people. Destruction of the planet and of biodiversity, poverty and growing inequalities, situations of injustice, exclusion and alienation are some of the dysfunctions likely to have significant negative consequences for future generations.

Our current model of development runs the risk of becoming unsustainable, losing its moral and political legitimacy. In such a context we feel that change is necessary and it is time to give ethical and political dimensions back to economic activity. Humanizing globalization becomes a priority.

We strongly believe that enterprises are the main economic agent in society, creating value through their production of jobs, of innovation, of goods and services and of taxes. Business leaders – given the power of the corporation today – bear critical responsibility. They should accept to review, to rethink and broaden the purpose of their enterprise, integrating a concern for the Common Good.



Professor Philippe de Woot
Professor Henri-Clude de Bettignies

Giving back economic activity its ethical and political dimensions.

We want to redefine the purpose or “raison d’être” of business – We strongly believe that the “raison d’être” of an enterprise must be anchored in its entrepreneurial identity i.e. initiative, creativity and innovation in small, medium and large business organizations. Furthermore, in today’s borderless world, entrepreneurship (and its potential to innovate) can be more consciously oriented toward the global Common Good and the challenges of our time rather than being subordinate to the vagaries of speculation.

We need to transform the business culture – the perspective of the Zermatt Summit is the transformation of our system according to the following philosophy: finance to serve the economy, economy to serve the Common Good, Common Good to serve the person. This new perspective should help the decision-takers to revisit the “raison d’être” of the business firm and embed ethical and political dimensions in their strategies. To contribute to this paradigm shift, economic and financial participants will have to re-invent their corporate culture to find a new balance between its key roles: entrepreneurship, leadership and statesmanship. Corporate Social Responsibility and Corporate Social Values practices are emerging in many sectors and are first steps in the right direction.

We want to stimulate Entrepreneurship – We believe that an enterprise has to enhance its entrepreneurial action, to be creative in a real world of goods and services, as opposed to the mere logic of short term financial and quarterly results. It is mainly through its entrepreneurial capacity that it can serve the Common Good and contribute to face the challenges ahead. Shareholder value is but one of several measures of business performance. Defining the “raison d’être” of the corporate enterprise in terms of economic, human and societal development will influence

its strategies, its structures and its managerial behaviour as well as its specific contribution towards the Common Good. Business leaders and managers will pay greater attention to the societal consequences of their decisions, to the “externalities” of their actions and to the problems of our time which they could help solve by their entrepreneurial initiatives. The creative capacity of business will also gain in addressing needs of those at the “bottom of the pyramid”, by literally reaching out to assist the poorest and contributing to lift them from extreme poverty. This encounter and ensuing actions can change its perspective; transform its mind-set and its corporate culture.

We want to promote a new definition of Leadership – Management is no longer enough. We want to put ethics back into the heart of economic activity. What we need are not only managers or administrators but a new type of leadership: leaders as “sense givers” and “sense makers”, leaders as “architects of corporate conscience”¹, leaders as ethical stewards. If one narrowly defines management, one might say that it consists above all of the administration of things: objectives, budgets, strategic analysis, plans, methods, procedures. But leadership, as the art of directing human reality, influences, motivates, communicates and induces participation.

We need “servant leaders” able to convince people of the values we collectively wish to implement, willing to assume full responsibility for their decisions and actions and prepared to actually serve the communities they are in charge of. Such leadership relies on moral authority through which ethics are passed down into the organization.

¹Kenneth Goodpaster

We need to change hearts and minds

We want to encourage Statesmanship – As leaders we recognize societal interdependence and the urgency to shift to a more sustainable model of development. To facilitate its emergence, we have to participate actively in the research and definition of the Common Good of our global world and try to incorporate it into our sphere of activity. We have to play a responsible role in the emergence of a new culture of debate, concertation and co-operation that would replace the current simple “lobbying”. We need to play a more active role in the search and creation of new forms of governance.

In this perspective we will add to our role of entrepreneurs and leaders that of statesmen willing to contribute to the debate on global Common Good. Statesmanship is the way we can give back to our business activity its political dimension.

The Common Good can be defined as the set of social conditions that allow all people and all groups that make up society to achieve their own accomplishments in the most positive manner.² If one accepts this definition, the criterion of the Common Good presents a fundamental principle of moral judgement of the organisation of a society, including the global system.³ The United Nations suggests the concept of sustainable development as defined in the Brundtland Report: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

Business statesmanship goes further. It addresses the real political question of our time: what kind of world do we want to build together with the vast resources and the skills at our disposal. In entrepreneurial terms it can be translated as how shall we use our creative capabilities to build a better world?

We want to play a more responsible role in the emergence of a new culture of co-operation, negotiation and debate. Addressing complexity, paradoxes and conflicts requires putting aside the usual unilateral business thinking. The multi-stakeholder company will have to adopt a much more political approach if it wants to become socially responsible. By broadening the political dimension of our strategies we will increase our collective ability to transform the economic system into a more sustainable model, to preserve the earth, better share its resources and help reduce poverty and inequality.

Can leaders transform companies and the system that they lead without transforming themselves? Changes in structures will not happen “on command”. They will only come to life if they are driven from within, by people of good will.

We need to rely upon and develop the person as a whole – At a time when – beyond rationality – we talk about emotional and spiritual intelligence, let us remember that nearly every civilisation offers a vision of man that includes three dimensions. This vision goes beyond mere rationality to open up the less tangible but more profound realities of the heart and the soul. By trying to unify the whole person we will liberate new energies for our personal development and acquire greater maturity in our relations with others. Responsible leadership implies the whole person commitment.

We want to let our spirituality guide us – It is our conscience and our spiritual dimension that invite us to become more humane and to develop a world with more freedom, justice and peace. In considering the evolution of the universe, one cannot help but question this movement, this momentum, which drives matter to life and life to man, being

²Berten, I., *L'enseignement social de l'Eglise: bilan et perspectives (The social teaching of the Church: balance and perspectives)*, in Berten, Buekens and Martinez, *Enterrée, la doctrine sociale ? (Is social doctrine buried ?) Bruxelles, Lumen Vitae, 2009, pp 15-37*

³*Ibidem*

capable of freedom, creativity, love and wonderment. Are there not elements here to be utilised as a guide, a pathway, a positive drift towards what might be called the humanisation of the world? Would our spirituality not be this guide, this call to life, this impetus for love, this light that illuminates the road and invites us, despite the limits of evil, suffering and death, to become and remain alive by adhering only to the deeper values? Do we use enough of the extraordinary power of transformation that spirituality can give us when it is lived out in all aspects of our life?

We want to transform the relationship into encounter – We must dare to transform relationships into encounters. The encounter commits the heart. It is the personalised relationship, on an equal and reciprocal footing, without mediation of money or power. It is the place of mutual acceptance, listening, watching, the place where one can be “called by his name”, accepting its fragility, recognising the other, making it exist, helping it to stand up.

We need to accept being fragile and courageous at the same time – Introducing more humanity implies recognising oneself not only as creator, but also as being fragile in relation to each other. It is sometimes difficult for a creative entrepreneurial leader. The real hero is not the cosmic hero of myths or romance but one who co-exists with others all the while being open to his own fear of finitude as well as to that of others.⁴

For many civilizations courage is a major virtue, but today it differs from the traditional courage of ancient heroes. It should not be sought primarily for personal success, prestige or “glory” but for the coming of a world of justice, peace and love. Rooted in a human nature that knows fragility, courage then becomes a continuous, humble, patient and concrete existential effort. It can also be seen in terms

of initiative and creativity, as “the courage to begin”, the courage to undertake.

We want to become an international platform of reference – Bringing together stakeholders for the purpose of adding more humanity into the process of globalization and making practical recommendations to leaders for an economy serving the human person and the Common Good.

We will draw on the works of our members and their various networks to create, gather and refine innovative experiments, concepts and research results capable of supporting and enlightening our main themes. Our ambition is to become a thought provoking driving force and to build a utopia that will allow us to be pulled by the future instead of being pushed by the past.

But if there is a sense of what is real... there must be something that one might call the sense of the possible... a flight of fancy, a will to build, a conscious utopia which, far from fearing reality, treats it simply as a task and a perpetual reinvention (Robert Musil).

Philippe de Woot and
Henri-Claude de Bettignies

Participants 2013

Archduchess of Austria Marie-Hélène

Triple A Gestion S.A.

Archduke of Austria Rudolf

Triple A Gestion S.A.

Barbot-Maire Stephane

Smadja & Smadja

Bellemo Giulia

Zermatt Summit Foundation

Boixader Lu

OSRé - Fondation Résonnance

Braga Maria Isabel

IMD

Brown Serena

KPMG International

Brunner Stephan

ghost.company

Buttet Nicolas

Eucharistein Fraternity

Camerata Thomas

South Pole Carbon

Cameron Rob

SustainAbility

Cerda Juan Pablo

TECO Group

Chandran Yadavan

Darpana Academy of Performing Arts

Cipriani Simone

Ethical Fashion Initiative, International Trade Centre

Coll Blanca

OSRé - Fondation Résonnance

Collis Roulet

Imogen ICR Business Strategies

Cornelius Robin

Switcher SA

Culillas Diana

Chopard & Cie S.A.

de Beauchamp Collenette Carla

WWF International

de Bettignies Henri-Claude

INSEAD

de Groot Arie

IFHA Fund

de Lutzel Emmanuel

BNP Paribas

Dewitte Jean-François

ImpactHope Foundation

Doupeux Chantal

Worldwidepress.info

Drewell Mark

The Globally Responsible Leadership Initiative

Edwards Magdalena

Ayudar.cl

Estermann René

myclimate foundation

Falco Ana

OSRé - Fondation Résonnance

Favarger Schmidt Marie-Noëlle

Terolab Surface Group

Favre Monique

Fondation Résonnance

Ferdman Guerrier Bettina

Philiias Foundation

Fink Alexander

Edelman Switzerland

Foster Mark

International Business Leaders Forum

Frankl Philippa

Street Kids International

Fruchaud Olivier

Ashoka

Fürst Michael

Novartis AG

Gallet Denis

Fundación Desafío de Humanidad

Galtung Fredrik

Integrity Action

Ganju Erin

Room to Read

Garcés Marc

OSRé - Fondation Résonnance

Garcia Hector

OSRé - Fondation Résonnance

Garcia Sandra

OSRé - Fondation Résonnance

Goldscheider Daniel

Paperless Inc.

Gonzalez Tamara

OSRé - Fondation Résonnance

Gorrias Adria

OSRé - Fondation Résonnance

Grivat Olivier

L'Agefi

Gunnarsson Catherine

TeroLab Surface Group SA

Hafenmayer Wolfgang

LGT Venture Philanthropy

Hazard Nicolas

Le Comptoir de l'Innovation

Heuberger Renat

South Pole Carbon

Hinojosa Alba

OSRé - Fondation Résonnance

Home Johanne

Smadja & Smadja

Homé Jean Louis

MDIN

Joan Clara

OSRé - Fondation Résonnance

Jordan Rodrigo

Vertical

Jouhet Esther

Réseau Economie et Conscience

Landau Herve

Cyrus Family Office

Lauber Daniel

Zermatt Summit Foundation

Lecha Javier

OSRé - Fondation Résonnance

LECLERC Fabrice

Wild Keepers Sàrl / HEC Lausanne

Leitz Anja

UBS

Leitz Christian

UBS

Luggen Daniel

Zermatt Tourism

Magarinos-Ruchat Bérangère

Global Compact Network Switzerland

Manini Jacqui

Zermatt Summit Foundation

Mariño Margarita

OSRé - Fondation Résonnance

Markowsky Fanny

Zermatt Summit Foundation

McKinnon Sheila

Fondation Résonnance

Meldem René

BOBST SA

Meth-Cohn Delia

GlobalRethink

Michel Nicolas

Université de Genève

Miguel-Urzanqui Diego

Résonnance Espagne

Montero Gustavo

GAM Consulting

Moratti Carlo

ghost.company

Mourot Arnaud

Ashoka

Munasinghe Mohan

MIND

Munoz Gonzalo

Aconagua Summit

Nagaraju Vinay

Riders for Health

Noterdaeme Jan

CSR Europe

Orr Stuart

WWF International

Otte Jan Thomas

NZZ

Palazzi Marcello

Progressio Foundation

Palazzo Guido

University of Lausanne

Paqué Elisabeth

Juice Plus

Pietzner Cornelius

Alterra Impact Finance

Pillet Line

Pillet & Partners Training Services

Pitton Julien

ISO

Braga Carlos Primo

IMD

Pujos Antonin

Zermatt Summit Foundation

Razavi Schirin

University of Zurich

Rodriguez Ana

OSRé c/o Fondation Résonnance

Rohner Martin

Alternative Bank Switzerland

Rosenkilde Christensen

Christel Treasure Consulting

Sanz Laura

OSRé - Fondation Résonnance

Sarabhai Mallika

Darpana Academy of Performing Arts

Schalekamp Romano

DEVAS Consulting SA

Schellekens Onno

PharmAccess Group

Scheufele Karl-Friedrich

Chopard & Cie S.A.

Schmidt Stephanie

Ashoka

Shani Ornit

University of Haifa

Siaterli Romina

Philip Morris International Management SA

Smadja Claude

Smadja & Smadja

Smadja Yael

Smadja & Smadja

Sombart Elizabeth

Fondation Résonnance

Sriskandarajah Danny

CIVICUS

Tadros Marlyn

Virtual Activism

Thomson Dougal

The Economist Group

Torrighiani Luigginio

LT

Toth Jozsef

ErMe

Urech Fabian

NZZ

van der Want Eva

myclimate foundation

Vaquerizo Laura

OSRé - Fondation Résonnance

Wasserman Christopher

TeroLab Surface Group

Wassmer Fabian

Swiss Economic Forum

Winkler Sebastian

Global Footprint Network

Wittenberg Anka

SAP AG

Wolff Charlotte

ArcelorMittal

Zanganehpour Soushiant

Skoll Centre for Social Entrepreneurship, Oxford University

-  ZermattSummit
-  Zermattsummit
-  Zermatt-summit-foundation
-  TheZermattsummit
-  Zermatt Summit Foundation



printed in
switzerland



Klimaneutral gedruckt
Nr.: OAK-ER-11924-01113
www.oak-schwyz.ch/hummer

HEAD OFFICE

Zermatt Summit

World Trade Center
Av. Gratta-Paille 2
CH-1033 Lausanne • Switzerland
Tel. +41 (0)21 644 20 54
contact@zermattsummit.org

For enquiries on sponsorship
partners@zermattsummit.org

For enquiries on press
press@zermattsummit.org

5th Zermatt Summit - June 26 to 27, 2014
THE COURAGE TO DARE
We look forward to welcoming you

Featuring Speakers from the following Companies

