

ANNUAL MEETING 2002
PROGRAMME PREVIEW

Leadership in Fragile Times:
A Vision for a Shared Future

Co-Chairs

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Leadership in Fragile Times: A Vision for a Shared Future

Much has been said about how 11 September was a turning point. Since then we have seen a realignment of priorities in the security, geopolitical, business and economics. While the terrorist attacks that traumatized the United States and the World have brought home a new sense of vulnerability, they have also led to the emergence of a new set of issues at the top of the global agenda. As we are preparing to meet in New York, the Annual Meeting 2002 offers the first opportunity for a comprehensive assessment of how the global economic, business and political scene is being shaped by new factors and forces. As this Meeting will bring together political and business leaders with world renowned academic experts and personalities from civil society in order to identify and discuss the most appropriate strategies for confronting the challenges in this new global environment as well as to capitalize on opportunities to strengthen global economic progress and secure a safer, fairer, and more stable world.

The global economy had started to decelerate markedly before the summer of 2001 in the US as well as in Europe and in East Asia. And what we saw in the autumn was both an accentuation of the slowdown and increased government activism, especially in the US, in initiating the measures and policies designed to revive growth. Discussions in the Annual Meeting 2002 will explore the likely pace and breadth of the recovery, with economic decision-makers and analysts discussing how they see it shaping up by the beginning of the summer. They will also focus on the policies and actions needed to accelerate and consolidate the revival of the key centres of the world economy as well as to cope with the surge of unemployment that we are now facing.

As they meet in New York, business leaders from around the world will share their perceptions and experiences on how the developments of the last year and the new fragile global environment are affecting corporate strategy. Contemplating the new meaning of "business as usual", participants will reflect on how best to ensure that their companies "thrive in turbulent times", to borrow from the title of a workshop. The uncertain economic and political environment places new expectations on corporate leadership, which

will be the subject of considerable attention in the programme.

Business and political leaders are now more aware of the vulnerability of our societies, our economies, and our companies. Security has become – and will remain for the foreseeable future – a major concern, whether at the personal level or with regard to the critical assets and infrastructure. This requires us, to borrow the title of another workshop in the programme, to "rethink safety and security in business and in government". As much as the global economy has placed a premium on mobility and speed, we have to accept now that this has to be balanced by the need for security. Similarly, a new balance must be struck between the imperatives of fighting against terrorism, and the necessity of protecting human rights, privacy and individual freedom. A number of workshops and interactive sessions will allow participants to ponder our responses to the new threats to – and new potentialities for dramatic disruptions of – what constitutes the core of our daily life, values system, economic activity and civil society.

In many ways, the crucial question is how we are going to address the new forms and dimensions of risk. In recent decades, political leaders have been encouraged to borrow from the philosophy and modus operandi of business in order to increase the efficiency and effectiveness of government. Today, business leaders are required to pay close attention to security threats, cultural and political sensitivities, and other factors that have the capacity to alter overnight the basis for strategic decisions.

As crucial as they both are, economic or security concerns cannot be addressed in isolation. This is why, high on the agenda of the Annual Meeting 2002, is to get stakeholders of the international community – coming from government, business, civil society, academia and the media – can work together more effectively to ensure that the much-publicized notions of a clash of cultures, lifestyles and civilizations does not become a self-fulfilling prophecy. This means charting a much more sustained and concerted effort to establish a global common denominator of values, bridging cultures and civilizations. This also means paying much more attention to the increasingly acute issue of identity in a globalized world. Beyond the repeated assurances that the current war against terrorism cannot in anyway be confused with a

war against the Muslim world, the urgent priority that the Annual Meeting programme will also address is how to support and complement the efforts and policies of all those who - as political, business, academic or media leaders - are working to build Islam as a force for social and economic progress.

Underpinning this challenge is the unrelenting urgency of the health, education and digital divides that continue to deny to half the people on the planet any significant prospect of economic opportunity. Following up on processes launched during the last Annual Meeting, workshops in New York will advance ways to increase cooperative efforts and resources applied to these problems.

Participants will discuss how to improve and expand public-private collaboration to address infectious disease, agricultural trade capacity, information and communications technology, and a number of other key challenges. There will also be a number of opportunities to assess the effectiveness of existing mechanisms and institutions of global governance focusing not only on development but also human rights, the prevention of conflict, and environmental and labour issues – all of which have been the subject “feel good” pledges expressed at various international conferences.

The events of the past months have not – as some observers suggest – brought globalization to a halt. Globalization is continuing, driven by technology, markets, and public policy. The success of the WTO meeting in Doha in starting a new round of trade liberalization was indeed a welcome signal. But now comes the hard part. This round must succeed in delivering broad-based reductions in trade barriers that will provide a boost to investment, economic development and social progress in poor countries. If the shock of 11 September has seemingly dampened the anti-globalization movement, there is no less urgency to discuss the root causes of the globalized backlash and global anger and to address the legitimate concerns expressed by the elements of civil society engaged in constructive dialogue and policy debate. The Annual Meeting will provide again a unique platform for an outcome-oriented dialogue on ways to create effective partnerships between government, business and NGOs, and to define and engineer the kind of contributions needed for a more inclusive globalization.

The quest has set the stage for geopolitical realignments that have the potential to reshape

international relations and create significant new economic opportunity. Despite contentious issues such as the planned enlargement of NATO to the Baltic states and the US plan to build a national missiles defence system, Russia has thrown its weight alongside the US and its allies in the crisis and the fight against terrorism, creating a new context for cooperation. As the commitment of President Putin and his government to pursue economic reform and more economic and business links with the Western world becomes even clearer, this is creating new opportunities for improving international investors confidence and creating a new momentum for growth.

World attention is now focused on the US as it begins to ponder the next steps beyond its successes in Afghanistan and the installation of a new regime in Kabul. The way the Bush administration will define its priorities, how it will choose to engage US power, and how it will exercise leadership will be of crucial importance in achieving a more stable and peaceful world. In this respect, the interaction in New York with key members of the Bush administration and leaders from the Congress will provide participants with a unique opportunity to obtain an “insider view” on the thinking and priorities that will shape the policies and actions of the world’s only superpower.

This uncertain and fragile global environment is undoubtedly very much present in the minds of European leaders as the EU crosses a new threshold of its integration process with the birth of the euro as a full fledged currency. Business and political leaders from Europe will share and discuss their vision of the future of Europe and of the issues involved in the management of European monetary policy and in the process of economic restructuring. The challenges of enlargement and of institutional reform to avoid paralysis once the new members will have been admitted, the perceived democratic deficit at the EU level, the inability of Europe to speak with one voice on the international scene and to establish – so far – a political and military identity will also be the focus of a number of discussions in New York.

Equally important for participants will be the message that political and government leaders from Japan will provide with respect to their determination to tackle the challenge of social, economic and political restructuring without which the third largest economy in the world

will remain trapped in recurring recessions and growing public indebtedness. But the assessment of the “Koizumi effect”, and of the ability to translate rhetoric into decisive action, will also be complemented by an evaluation of the “Japan that has changed”, measuring the impact and depth of the transformations which are indeed taking place in this country. Japan’s ability to overcome its present problems is even more crucial as the whole East Asia region is beginning to assess the implications of China’s economic emergence and its accession to the WTO. Here again leadership and farsightedness in addressing the issues involved will make the difference whether the outlook will tilt towards the risks involved in this new development or the significant opportunities it can open.

As we prepare to meet in New York to discuss critical aspects of the global agenda, we must not underestimate the value and impact of the message that political and business leaders, academic experts, media figures and representatives of civil society can convey as a group at this crucial moment. Decisive and enlightened leadership, unrelenting efforts to build cultural bridges and creation of partnerships for effective solutions are our best hope for securing a more prosperous, peaceful, and safer world. Let us bring the spirit of Davos to New York.

Getting the Most Out of the Programme

Important Note

The programme information contained in the following pages is current as of 1 January 2002 and is intended to help you plan your schedule of activities in New York. However the programme will continue to develop right up to the opening day of the Annual Meeting. For example, a number of sessions over breakfast, lunch and dinner will be added in the coming weeks. And in a very small number of cases, the timing of workshops may change. **We therefore strongly recommend that you maintain some flexibility in your agenda in view of the final version of the programme, which you will receive at registration at The Waldorf- Astoria in New York.** The exact room location of all activities will be included in the final programme.

Participating in the Annual Meeting

In the November programme preview, six global agenda areas were identified as forming the framework for the Annual Meeting 2002 in New York:

- Advancing security and addressing vulnerability
- Restoring sustained growth
- Reducing poverty and improving equity
- Sharing values and respecting differences
- Re-evaluating leadership and governance
- Redefining business challenges

The workshops and interactive sessions related to the six global agenda areas are designed to focus attention on key challenges facing the international community and to identify topics where both members and the broader constituencies of the World Economic Forum could address constructively at the Annual Meeting 2002.

This new approach to the Annual Meeting programme is based on the World Economic Forum's strategy to monitor key trends and to systematically identify the important drivers and priorities of the global agenda. The aim of this process is to improve the relevance of our meeting programmes for business, government and other stakeholders of global society as well as to identify areas where specific Forum initiatives might best contribute to progress.

The Workshop Approach

Workshops are at the core of a new approach to the Annual Meeting 2002. They are designed to bring decision-makers, experts and stakeholders together in an informal setting to explore new strategies and proven solutions. Many of the workshops are structured to encourage participants to brainstorm with discussion leaders on a particular topic in a roundtable setting. Facilitators will also engage participants in a broader group discussion and summarize key conclusions from the workshop.

A variety of new workshop formats allow participants to debate key concepts shaping a particular topic, to share insight with peers on leadership and management issues and to explore the business, government, and civil society perspectives on shared challenges. Workshops last 1 hour and 45 minutes. A number of interactive sessions, conducted in an informal interview style, as well as discussions over meals are also planned. Lively discussion and a frank exchange of views have come to symbolize the "spirit of Davos" in the Annual Meeting programme. Therefore formal speeches, prepared remarks and long interventions are strongly discouraged. Lastly, a number of workshops devoted to arts and culture are also planned for spouses.

The working language of the Annual Meeting is English. During plenary sessions simultaneous interpretation will be provided in English, French, German, Japanese, Russian and Spanish. All workshops as well as plenary sessions will be held at The Waldorf-Astoria.

The Annual Meeting 2002 programme is now available online to registered participants and is updated regularly. Registered participants have received a password that will enable them to access the website so that they can make concrete recommendations that will shape the final form of a workshop. Participants online can suggest agenda points to be contemplated in a particular workshop or propose additional topics to be examined in the Annual Meeting 2002. We encourage you to continue visiting the website in preparation for your workshop in New York.

Signing Up for Workshops

Most of the workshops of the Annual Meeting require registration in advance. This can be done remotely via the "Davos Companion" (please see note below) which you will receive at registration, and also by self sign-up at the Kiosks or at Sign-up Desks found throughout The Waldorf-Astoria.

In order to make the process as smooth as possible and for those who are unable to be present from the beginning of the Annual Meeting, the sign-up schedule will be as follows:

- on Thursday 31 January: sign-up for sessions taking place on Thursday and Friday
- on Friday 1 February: sign-up for sessions taking place on Saturday and Sunday
- on Saturday 2 February: sign-up for sessions taking place on Monday.

It is **essential that you bring your badge every time you sign up** as we use a badge scanning registration system. Spouses can sign up for all meals, art and culture workshops, as well as interactive sessions. All other workshops are reserved for participants. Plenary sessions are open to participants and spouses.

Self sign-up for meal sessions requires the registration of your credit card information directly at the sign-up desks. Please note that there will be no cancellation possible once you have used the self sign-up system. Should you wish to cancel a session (meal or workshop), you must address staff at the sign-up desks in The Waldorf-Astoria. We will reimburse meals if you cancel at the sign-up desk before 09.45 for lunches or 16.15 for dinners on the day the meal takes place.

Workshops You Miss

There will inevitably be workshops in which you are unable to take part because of timing conflicts. Therefore, a brief review of the highlights of most workshops, in summary form will be available in the Document Centre by the end of each day.

While at the Annual Meeting, workshop summaries can also be retrieved on the Knowledge Navigator, which presents information on topics, issues, industries, regions and panellists using a series of simple visual relationships. Materials include workshop content and outcomes from specific projects and research. Personal profiles of discussion leaders and links with other related topics are also available. Please visit the Knowledge Navigator at www.weforum.org/knowledgenavigator.

After the Annual Meeting, all workshop summaries will be available on our website.

Daily Schedule

- On Thursday we will hold a series of six update sessions, to bring participants up to date with respect to the “cutting edge” of several relevant themes. We have included at the end of Thursday three “Feedback

Sessions”, into which selected rapporteurs and invited discussion leaders debate the conclusions of the update sessions.

- All days (except for Thursday and Sunday) begin with a series of Working Breakfasts from 07.00 to 08.15 on relevant themes in the programme.
- Workshops have been given more time – one hour and 45 minutes – in order to allow for sufficient interaction.
- Working lunches go from 12.30 to 14.00, with a full afternoon following them.
- Working dinners start between 20.00 and 20.30 depending on the day, and will be held at different locations in New York that will allow participants to enjoy city landmarks – besides the intellectual exercise over dinner.

On certain evenings “Nightcaps” are scheduled after dinners.

And for Reflection after the Annual Meeting – *The Global Agenda Monitor*

This report will be produced in cooperation with the *Financial Times*. It will integrate and reflect on the many discussions and strategies expressed in the context of the Annual Meeting's workshops and deliberations and will be widely distributed in early spring. It will contain a chapter on each one of the Annual Meeting's six gravity themes developed in cooperation with the Annual Meeting rapporteurs.

Technology – The “Davos Companion”

With the “Davos Companion” we continue to advance the frontier of “convergence” – by merging mobile telephone technology with handheld portable computer systems.

Last year's Annual Meeting saw the first deployment of an integrated system and service on this scale, allowing participants to:

- consult the programme of the Annual Meeting
- review the list of participants
- visit personal profiles of participants
- obtain information on profiles of companies and organizations
- develop a personal agenda
- receive news feeds - from Reuters, *Financial Times* and *The Wall Street Journal*
- use the internal electronic message service.

This year we have extended the functionality, based on feedback and suggestions from participants, and have made advances in the device itself. In New York the “Davos Companion” will also offer:

- sign-up for breakfasts, lunches, dinners and workshops (online only)
- a voting system and the evaluation of workshops
- videos on demand with Reuters News Clips
- casting of plenary sessions via technology provided by NagraCard Kudelski (online only).

Using the wireless connection to the high-speed network, the content of the Davos Companion is updated on request by the participant within The Waldorf-Astoria with a sophisticated online/offline scheme. However, all information, with the exception of the video streaming and the sign-up features, remains accessible on the Davos Companion even when it is not connected to the wireless network, thanks to technology that effectively turns the Davos Companion into a digital alternative to the paper version of the Participants' Booklet and Programme.

A Carbon Neutral (DCA) Annual Meeting

For the third consecutive year on the occasion of its Annual Meeting, the World Economic Forum will take action to offset all non-reducible carbon dioxide emissions created by the travel of participants to and from New York as well as the CO₂ emissions generated during the event. The decision to offset CO₂ emissions at the first global meeting held in the year of the Rio+10 Conference is a clear sign of the commitment we hold at the Forum towards the environment.

Abridged Programme Directory

Advancing Security and Addressing Vulnerability

Thursday 31 January

- A Safer World: How Do We Get There?
- The Root Cause of Conflict

Friday 1 February

- Arab-US Relations: The Road Ahead
- Balancing Civil Liberties and Public Safety in the Face of Terrorism
- Building a Coalition for a Stable World: Who Will Share in the Burden?
- Confronting Asymmetric Threats to Peace
- European Identity: Simply a Myth or Something in the Making?
- Media & Terrorism: Changing the Ground Rules
- New Priorities in US Foreign Policy
- New Sources of Vulnerability: Thinking the Unthinkable
- One Voice to the World: Can Europe Have a Foreign Policy?
- Science: A Source of Security or Vulnerability?
- Stability in Afghanistan and the Region: Can We Avoid Another Great Game?

Saturday 2 February

- Attacking the Drug Trade
- Health as a Global Security Risk?
- Middle East Outlook: New Directions?
- Money Laundering: Getting Serious Now?
- Rethinking Safety and Security in Business and Government
- The Future of Europe: Hard Choices Ahead
- Women in the Muslim World

Sunday 3 February

- Bioterrorism: Too Small to Beat?
- The Northern Ireland Peace Process: Next Steps?

Monday 4 February

- Rebuilding Failed States: What Are Our Options?

Re-evaluating Leadership and Governance

Thursday 31 January

- Global Governance: What Needs to Change?
- Global Action to Bridge Cultural and Social Divides
- Restoring Global Confidence: Is It the Message or the Media?

Friday 1 February

- Business, Labour and Globalization: A Strategic Approach
- The Global Leaders for Tomorrow: The Power of One

Sunday 3 February

- The CEO as Statesman

Monday 4 February

- CEO Brainstorming: Leadership in Fragile Times
- Corporate Citizenship: A Luxury in Difficult Times?

Redefining Business Challenges

Thursday 31 January

- Management Update: Making Hard Choices
- Business Strategy in a Fragile Global Economy

Friday 1 February

- Are Socially Responsible Investments Paying Off?
- Back from the Brink
- Crisis Management: Look Out Ahead!
- From Gloom to Boom in the IT Industry
- Race against the Clock: How to Turn Around a Company
- Rethinking Risk: What Is Business as Usual Now?

Saturday 2 February

- Building an Organization That Thrives in Turbulent Times
- Connecting to Consumers in Uncertain Times
- Convergence Is All about Me
- Responding to Anti-Globalization: The New Role of Business

- Telecommunications Outlook: And the Winners?
- The Business of Risk: Repricing the Future
- The Future of Media

Monday 4 February

- Business Challenges Ahead
- Nurturing Talent in a Downturn: The Role of the CEO
- Redefining the Relationship between Government and Business: New Partnerships in the Making?
- Restoring Economic Growth through Strategic Business Innovation

Reducing Poverty and Improving Equity

Thursday 31 January

- Bridging Divides: Necessary Next Steps
- Global Action to Bridge Cultural and Social Divides

Friday 1 February

- Attacking Hunger and Poverty: The Other Global Campaign
- Bridging the Digital Divide: ICT Infrastructure for Poverty Alleviation
- Come and Meet the Social Entrepreneurs
- Realizing the Promise of the New Partnership for Africa's Development

Saturday 2 February

- Business, Labour and Globalization: A Strategic Approach
- Global Health: Your Business and Mine

Sunday 3 February

- Bioterrorism: Too Small to Beat?
- Creating a Global Social Investment Market
- How Can Philanthropy Be More Effective Globally?

Monday 4 February

- Achieving Durable Solutions at Rio+10
- Delivering an AIDS Vaccine
- Integrating Economic, Social and Environmental Priorities: The Case for International Policy
- Intellectual Property Rights (IPR) and the Fight against Global Poverty

- Trade and Agriculture: Creating a Win-Win Outcome

Restoring Sustained Economic Growth

Thursday 31 January

- The World Economy: Turning the Corner in 2002?
- Business Strategy in a Fragile Global Economy

Friday 1 February

- Finding the Right Price: The Role of Oil in the Global Economy
- The Future of New York City
- Responding to Financial Market Volatility
- The Role of the US in the Global Economy
- World Economic Brainstorming (WEB) - Restoring Global Growth

Saturday 2 February

- After Doha: Now Comes the Tough Part
- China's Economic Emergence: Regional and Global Implications
- Competition: The Rules of the Global Game
- Higher Productivity: Old Myth from the New Economy
- Managing the Euro Zone Economy: Mission Impossible?
- One World, Three Banks?
- Prophet Warning
- The Global Economic Outlook
- The Koizumi Effect: From Rhetoric to Action?
- The Path of the US Economy: What Kind of Recovery?
- The Rationality of Decisions in Financial Markets

Sunday 3 February

- Attracting Capital Inflows in a Risk Averse Environment
- Why Were You Surprised by the Economic Recession

Monday 4 February

- Competitiveness Workshop
- Latin America Economic Outlook: After Argentina?

Sharing Values and Respecting Differences

Thursday 31 January

- Defining What We Share: Bridging Cultures and Civilizations
- The Root Cause of Conflict

Friday 1 February

- Biotechnology: Translating Ethical Concerns into Regulation
- Café Philo
- Dance and Diversity
- Drama in the Workplace
- European Identity: Simply a Myth or Something in the Making?
- Learning in a Digital Age: What Every Parent Ought to Know
- Me and Everybody Else: Identity in a Globalized World
- The Designing Mind
- The Future of Anti-Globalization
- The Global Evolution of Education
- The Media Made Me Do It
- The Politics of Apology
- Understanding Global Anger: More Storms Ahead?
- When the Past Becomes the Present

Saturday 2 February

- Balancing National Sovereignty with Minority Rights: Will This Century Be Different?
- Understanding Fundamentalism in Its Modern Context

Sunday 3 February

- Bridging Religious Divides: The Search for Common Values
- Defining Citizenship in an Era of Migration: Where Do We All Fit In?
- Meet the Cultural Leaders
- Strengthening Democracy: Two Sides of the Same
- Tell Me What You Eat...
- The Diabolical Mind
- The Paradigm for the Future
- The Role of Islam in the Modern State
- What Is Sacred in Today's World?
- When East Meets West

Monday 4 February

- Education: Creating a Curriculum for Cultural Understanding
- Moving Beyond Dialogue: Building a Global Community
- Recasting Diversity: From Tolerance to Celebration
- The Voice of Islam in Development

Thursday 31 January

10.00 - 10.30

davos companion1

Davos Companion Briefing

Learn to navigate the entire Annual Meeting in a wireless and effortless manner! A quick and easy briefing on how to use the various helpful applications of the new Davos Companion.

10.30 - 12.00

world economy

The World Economy: Turning the Corner in 2002?

The US, European and Japanese economies as well as the key emerging markets are facing a synchronized global recession. Participants will focus on:

1. The major monetary and fiscal policy challenges facing Japan, Europe and the United States
2. The key developments to watch in both key emerging markets and major industrial sectors

Discussion Leaders

- **Fan Gang**, Director, National Economic Research Institute, China Reform Foundation, People's Republic of China
- **Gail Fosler**, Senior Vice-President and Chief Economist, The Conference Board, USA
- **Jacob A. Frenkel**, President, Merrill Lynch International, United Kingdom
- **Motoshige Itoh**, Professor of Economics, University of Tokyo, Japan
- **Klaus F. Zimmermann**, President, German Institute for Economic Research (DIW Berlin), Germany

Challenger

- **Stephen S. Roach**, Chief Economist, Morgan Stanley, USA

Moderated by

- **Martin Wolf**, Chief Economics Commentator, Financial Times, United Kingdom

10.30 - 12.00

global governance

Global Governance: What Needs to Change?

We need an improved form of global governance to engage all segments of the international community. What form of cooperation among national governments, the private sector, civil society and international organizations is needed to strengthen global governance systems?

Discussion Leaders

- **David Held**, Graham Wallas Chair in Political Science, London School of Economics and Political Science, United Kingdom
- **Zaki Laïdi**, Senior Research Fellow, CERI - Centre d'Etudes et de Recherches Internationales, France
- **William R. Pace**, Convenor, NGO Coalition for an International Criminal Court, USA
- **Jusuf Wanandi**, Member of the Board of Trustees and Senior Fellow, Centre for Strategic and International Studies (CSIS), Indonesia

Moderated by

- **Stephen J. Kobrin**, Professor of Multinational Management, The Wharton School, University of Pennsylvania, USA

Challenger

- **Joseph S. Nye Jr**, Dean, John F. Kennedy School of Government, Harvard University, USA

10.30 - 12.00

international security

A Safer World: How Do We Get There?

Participants will focus on global security issues that continue to threaten stability in various regions and on related conflict prevention efforts now under way.

Discussion Leaders

- **Christoph Bertram**, Director, German Institute for International Affairs and Security (SWP), Germany
- **Alain Dieckhoff**, Research Director, CERI - Centre d'Etudes et de Recherches Internationales, France

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

- **George Friedman**, Chairman, Stratfor, USA
- **Hisashi Owada***, President, The Japan Institute of International Affairs (JIIA), Japan

Challenger

- **Gareth J. Evans**, President, International Crisis Group (ICG), Belgium

Moderated by

- **Fareed Zakaria**, Editor and Columnist, Newsweek International, USA; Global Leader for Tomorrow 2001

10.30 - 12.00

artificial intelligence

Artificial Intelligence: Has AI Come of Age?

Artificial Intelligence remains a much hyped but often misunderstood discipline. It is already imbedded in many systems, but there is still a huge potential to be tapped. What are some of the potentially ground-breaking applications of AI technology? And when could we expect them?

Discussion Leaders

- **Rodney Brooks**, Director, Artificial Intelligence Laboratory, Massachusetts Institute of Technology, USA
- **Hirochika Inoue**, Professor, Department of Mechano-Informatics, School of Information Science and Technology, University of Tokyo, Japan
- **Rolf Pfeifer**, Director, Artificial Intelligence Laboratory, University of Zurich, Switzerland

Moderated by

- **Geoffrey Moore**, Managing Director, The Chasm Group, USA

12.30 - 14.00

opening lunch

Restoring Global Confidence: Is it the Message or the Media?

Restoring public confidence is cited by politicians, economists and business leaders as a top priority, but how will this happen? Participants and their spouses are cordially invited to a lunch with media leaders from around the world to discuss this pressing issue.

13.45 - 14.15

davos companion2

Davos Companion Briefing

Learn to navigate the entire Annual Meeting in a wireless and effortless manner! A quick and easy briefing on how to use the various helpful applications of the new Davos Companion.

14.15 - 15.45

bridging divides

Bridging Divides: Necessary Next Steps

Economic, technological, social and cultural divides between people and nations are more acute than ever before. How can advances in economic development, technologies and healthcare have a larger impact on reducing cultural and social divides?

Discussion Leaders

- **Peter Armstrong**, Director, OneWorld International, United Kingdom
- **Felipe Larraín Bascuñán**, Professor of Economics, University Católica, Chile
- **Maureen O'Neil**, President, International Development Research Centre (IDRC), Canada; Women Leaders' Initiative
- **Dani Rodrik**, Professor, John F. Kennedy School of Government, Harvard University, USA
- **Muhammad Yunus**, Managing Director, Grameen Bank, Bangladesh

Moderated by

- **Nelson Castro**, Anchorman, Radio la Red, Argentina

14.15 - 15.45

management update

Management Update: Making Hard Choices

Faced with slower growth and reduced investor confidence, business leaders are confronted with hard choices on core issues such as corporate strategy, organizational leadership and business operations. Participants will focus on the key factors shaping corporate decision-making today.

Discussion Leaders

- **Soumitra Dutta**, Professor and Dean of Technology and E-Learning, INSEAD, France
- **James O'Toole**, Research Professor, Center for Effective Organizations, Marshall School of Business, University of Southern California, USA
- **Hiroataka Takeuchi**, Dean, Graduate School of International Corporate Strategy, Hitotsubashi University, Japan
- **Georg Von Krogh**, Director, Institute of Management, University of St Gallen, Switzerland

Moderated by

- **Kathleen M. Eisenhardt**, Professor of Management, Science and Engineering, Stanford University, USA

Challenger

- **Gary Hamel**, Chairman, Strategos, USA, and Visiting Professor, London Business School, United Kingdom

14.15 - 15.45

environment update

Environment Update: Has the Climate Changed?

With world attention focused on pressing political and economic concerns, is there the enough public support to move forward on critical environmental challenges? An update examining the state of play in the global debate on climate change.

Discussion Leaders

- **Eileen Claussen**, President, Pew Center on Global Climate Change, USA

- **Peter Wadhams***, Professor of Ocean Sciences, Scott Polar Research Institute, University of Cambridge, United Kingdom
- **Robert T. Watson**, Chairman, Inter-governmental Panel on Climate Change ESSD, USA

Moderated by

- **Dara O'Rourke**, Assistant Professor, Massachusetts Institute of Technology, USA

14.15 - 15.45

culture/civilization

Defining What We Share: Bridging Cultures and Civilizations

Fears of a "clash of civilizations" have inspired many to focus on those values that are shared across the globe. But what are the core values shared by all segments of our society today? And where do regions, faiths and cultures truly differ?

Discussion Leaders

- **François Burgat**, Director, Centre Français d'Archéologie et Sciences Sociales de Sanaa, Yemen
- **Samuel P. Huntington**, Chairman, Harvard Academy for International and Area Studies, USA
- **Kishore Mahbubani**, Ambassador and Permanent Representative of Singapore to the United Nations, New York
- **Karim Raslan**, Partner, Raslan Loong, Malaysia
- **Theodore Zeldin**, President, The Oxford Muse, United Kingdom

Moderated by

- **Moisés Naim**, Editor-in-Chief, Foreign Policy Magazine, USA

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16.15 - 17.30

feedback/business&economy

Business Strategy in a Fragile Global Economy

Globalization was long considered synonymous with corporate growth. But how prepared were most multinationals for a global recession? What are the domestic and international business challenges that require stronger leadership in a period of economic uncertainty? This feedback session builds on key issues highlighted in the economic growth and business management updates.

Discussion Leaders

- **Michael D. Capellas**, Chairman and Chief Executive Officer, Compaq Computer Corporation, USA
- **Stanley Fischer***, Senior Adviser, International Monetary Fund (IMF), Washington DC
- **Gary Hamel**, Chairman, Strategos, USA, and Visiting Professor, London Business School, United Kingdom
- **Stephen S. Roach**, Chief Economist, Morgan Stanley, USA
- **Edward J. Zander**, President and Chief Operating Officer, Sun Microsystems, USA

Moderated by

- **Laura D. Tyson**, Dean, London Business School, United Kingdom

16.15 - 17.30

feedback/governance÷s

Global Action to Bridge Cultural and Social Divides

Issues related to poverty, health, environment and education are now at the centre of the global agenda. Are international organizations and global campaigns achieving real progress in bridging these acute divides? What has truly changed in the last decade in terms of the scale of these challenges and the remedies available to

the affected countries? This feedback session builds on key issues highlighted in the global governance and bridging divides updates.

Discussion Leaders

- **Hafsat Abiola**, Founder and Director, Kudirat Initiative for Democracy (KIND), USA; Global Leader for Tomorrow 2000
- **Peter Armstrong**, Director, OneWorld International, United Kingdom
- **Klaus Gretschmann**, Director-General, Council of the European Union, Brussels
- **Trevor Manuel***, Minister of Finance of South Africa
- **Joseph S. Nye Jr**, Dean, John F. Kennedy School of Government, Harvard University, USA
- **Thoraya Ahmed Obaid**, Executive Director, United Nations Population Fund (UNFPA), New York

Moderated by

- **Joseph E. Stiglitz***, Professor, Graduate School of Business, Columbia University, USA

16.15 - 17.30

feedback/security&culture

The Root Cause of Conflict

Many cite poverty, inequity and intolerance as the root causes behind a number of ongoing regional conflicts. Do such views mesh with the origin of many of these conflicts or the current reality on the ground? Are some countries simply more vulnerable to open conflict and economic instability than others? This feedback session builds on key issues highlighted in the international security and cultural updates.

Discussion Leaders

- **Joseph R. Biden***, Senator from Delaware (Democrat); Chairman of the Senate Foreign Relations Committee, USA
- **Gareth J. Evans**, President, International Crisis Group (ICG), Belgium
- **Samuel P. Huntington**, Chairman, Harvard Academy for International and Area Studies, USA
- **John Manley**, Minister of Foreign Affairs of Canada
- **Giandomenico Picco**, Chairman and Chief Executive Officer, GDP Associates, USA

18.00 - 18.20

welcome

Welcome to the Annual Meeting

- **George Pataki**, Governor of New York, USA
- **Klaus Schwab**, Founder and President, World Economic Forum
- **Kaspar Villiger**, President of the Swiss Confederation

18.20 - 19.30

opening plenary

For Hope

Discussion Leaders

- **H.M. King Abdullah II Ibn Hussein*** of the Hashemite Kingdom of Jordan
- **Kofi Annan**, Secretary-General, United Nations, New York
- **Bono**, Composer and Singer, Principal Management, Ireland
- **Rudolph W. Giuliani***, Mayor of New York (1993-2001) and Co-Chair of the Annual Meeting 2002
- **Gloria Macapagal Arroyo***, President of the Philippines
- **Desmond M. Tutu**, Archbishop Emeritus, South Africa
- **Elie Wiesel**, Professor of the Humanities, Boston University, USA

Moderated by

- **Charlie Rose**, Anchor, Executive Producer and Executive Editor, The Charlie Rose Show, USA

19.30 - 21.00

swiss reception

Buffet Reception - The Best of Switzerland

This year's reception is hosted by Switzerland. All participants and their spouses are invited to learn more about Switzerland's culture and gastronomy.

21.00 - 21.20

crystal awards

Presentation of the Crystal Awards

The World Economic Forum's Crystal Award honours artists who have used their art as a means to reach out to other cultures.

21.20 - 22.30

cultural evening

Cultural Evening

Participants are invited to join a cultural event focusing on the themes and issues addressed in the opening plenary.

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

Friday 1 February

Several breakfast sessions will take place from 07.00 to 08.15 in The Waldorf-Astoria.

08.30 - 09.45

stable world

Building a Coalition for a Stable World: Who Will Share in the Burden?

Participants will examine the prospects for greater engagement, regional cooperation and burden sharing among the US and its key allies on major issues facing the world today.

Discussion Leaders

- **Han Seung-Soo**, Minister of Foreign Affairs and Trade of the Republic of Korea; President of the 56th Session of the United Nations General Assembly, New York
- **John Howard***, Prime Minister of Australia
- **Colin Powell**, US Secretary of State
- **Javier Solana Madariaga**, Secretary-General of the Council of the European Union and High Representative for Common Foreign and Security Policy (CFSP), Brussels

Chaired by

- **Niall FitzGerald**, Chairman, Unilever, United Kingdom; Co-Chair of the Annual Meeting 2002

09.45 - 10.15

schröder

Special Message from

- **Gerhard Schröder**, Federal Chancellor of Germany

Chaired by

- **Klaus Schwab**, Founder and President, World Economic Forum

10.00 - 12.00

acting

Drama in the Workplace

Learn how to use proven techniques from theatre and acting to make a difference in the way you lead and inspire others.

- **Zoe Gruhn**, Dramatherapist and Consultant, United Kingdom

10.30 - 12.15

global anger

Understanding Global Anger: More Storms Ahead?

Participants will examine major cultural concerns and political grievances that have shaped global anger and discuss the role of governments and corporations in addressing this anger.

Discussion Leaders

- **Jack Greenberg**, Chairman and Chief Executive Officer, McDonald's Corporation, USA
- **Zaki Laïdi**, Senior Research Fellow, CERI - Centre d'Etudes et de Recherches Internationales, France
- **Amre Moussa***, Secretary-General of the League of Arab States
- **Kumi Naidoo**, Secretary-General and Chief Executive Officer, Civicus: World Alliance for Citizen Participation, USA
- **Andrés Pastrana**, President of Colombia

Moderated by

- **Frederick Schauer**, Academic Dean and Professor of the First Amendment, John F. Kennedy School of Government, Harvard University, USA

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10.30 - 12.15

science/security

Science: A Source of Security or Vulnerability?

Innovation and technology have brought a great deal of good, but have also introduced new threats and problems. This panel will examine the threats and solutions and the role of the scientific community and governments in encouraging and supervising scientific and technological advances.

Discussion Leaders

- **Rodney Brooks***, Director, Artificial Intelligence Laboratory, Massachusetts Institute of Technology, USA
- **Georges Charpak***, Professor and Physicist, European Organization for Nuclear Research (CERN), Geneva
- **Sir Martin Rees**, Astronomer Royal and Royal Society Professor, King's College, University of Cambridge, United Kingdom
- **Howard Ris**, President, Union of Concerned Scientists, USA
- **Sherry Turkle**, Professor of the Sociology of Science, Massachusetts Institute of Technology, USA

Moderated by

- **Baroness Greenfield***, Director, The Royal Institution of Great Britain, United Kingdom

10.30 - 12.15

business risk

Rethinking Risk: What Is Business as Usual Now?

Participants will examine proven methods of assessing and managing enterprise risk and explore various new strategies to contend with new forms of risk.

The agenda will focus on:

1. Economies of scale vs "diseconomies of risk"
2. Growing importance of vulnerability as a factor of long-term survival
3. Future of business risk management
4. Risk dialogue – a management tool to cope with business risks?

Workshop Discussion Leaders

- **Khalid A. Alireza***, Chairman, Xenel/Saudi Cable Company, Saudi Arabia

- **Joseph F. Berardino**, Managing Partner and Chief Executive Officer, Andersen, USA
- **Alan L. Boeckmann**, President and Chief Operating Officer, Fluor Corporation, USA
- **Michael L. Eskew***, Chairman-Elect, United Parcel Service (UPS), USA
- **Jeffrey W. Greenberg**, Chairman, President and Chief Executive Officer, Marsh & McLennan Companies, USA
- **Rolf Hüppi**, Chairman and Chief Executive Officer, Zurich Financial Services Group, Switzerland

Facilitator

- **Matthias Haller**, Professor, University of St Gallen, Switzerland

10.30 - 12.15

digital divide

Bridging the Digital Divide: ICT Infrastructure for Poverty Alleviation

In this scenario-based workshop, participants will work together on the development of a 2015 action framework for poverty alleviation using information and communication technologies, drawing upon the commitments made as part of the Millennium Declaration on poverty alleviation. The agenda will focus on:

1. Priorities for change in the use of technology to alleviate poverty
2. The role of business, governments, NGOs and international organizations

Workshop Discussion Leaders

- **Peter Armstrong**, Director, OneWorld International, United Kingdom
- **Eric A. Benhamou**, Chairman of the Board, 3Com Corporation, USA
- **Mark Malloch Brown**, Administrator, United Nations Development Programme (UNDP), New York
- **Hillary Rodham Clinton***, Senator from New York (Democrat), USA
- **Samuel A. DiPiazza Jr**, Global Chief Executive Officer, PricewaterhouseCoopers, USA
- **John Gage**, Chief Researcher and Director, Science Office, Sun Microsystems, USA
- **Philip J. Jennings**, General Secretary, Union Network International (UNI), Switzerland
- **Gloria Macapagal Arroyo***, President of the Philippines
- **Thabo Mbeki***, President of South Africa

- **Jean-Marie Messier***, Chairman and Chief Executive Officer, Vivendi Universal, France
- **Adrian Nastase**, Prime Minister of Romania
- **Nicholas Negroponte**, Co-Founder and Chairman, The MIT Media Lab and Wiesner Professor of Media Technology, Massachusetts Institute of Technology, USA
- **Taizo Nishimuro**, Chairman of the Board, Toshiba Corporation, Japan
- **Raj Reddy**, Professor of Computer Science, Carnegie Mellon University, USA
- **Abdoulaye Wade***, President of Senegal
- **James D. Wolfensohn***, President, World Bank, Washington DC
- **Gisele Yitamben**, President, association pour le soutien et l'appui à la femme, Cameroon; Social Entrepreneur

Facilitator

- **Paul L. Saffo**, Director, Institute for the Future, USA; Global Leader for Tomorrow 1997

10.30 - 12.15

oil/global recovery

Finding the Right Price: The Role of Oil in the Global Recovery

Stable oil prices are critical for restoring global economic growth. Participants will debate the key factors shaping oil production and consumption and explore various scenarios for the next two to three years. The agenda points for the workshop are:

1. The role of OPEC and other major producers
2. Key geopolitical developments

Workshop Discussion Leaders

- **S. Mohammad Hossein Adeli**, Deputy Minister of Foreign Affairs of the Islamic Republic of Iran
- **Ali bin Ibrahim Al-Naimi**, Minister of Petroleum and Mineral Resources of Saudi Arabia
- **Alan S. Blinder***, Professor of Economics, Princeton University, USA
- **Martin Feldstein**, President and Chief Executive Officer, National Bureau of Economic Research, USA
- **Olav Fjell**, President and Chief Executive Officer, Statoil Group, Norway
- **Gian Maria Gros-Pietro***, Chairman, Eni Spa, Italy

- **Karen Elliott House**, President, International, Dow Jones and Company, USA; Women Leaders' Initiative
- **Abdallah S. Jum'ah**, President and Chief Executive Officer, Saudi Aramco, Saudi Arabia
- **Mikhail B. Khodorkovsky**, Chief Executive Officer, Yukos Oil Company, Russian Federation
- **Simon G. Kukes**, President and Chief Executive Officer, Tyumen Oil Company, Russian Federation
- **Raúl Muñoz Leos**, Director-General, Pemex – Petroleos Mexicanos, Mexico
- **Phumzile Mlambo-Ngcuka**, Minister of Mineral and Energy Affairs of South Africa
- **Loyola de Palacio**, Vice-President and Commissioner for Transport and Energy, European Commission, Brussels
- **Ali Rodriguez**, Secretary-General, Organization of the Petroleum Exporting Countries (OPEC), Vienna
- **Olivier Roy**, Senior Researcher, Centre National de la Recherche Scientifique, France
- **Daniel Yergin**, Chairman, Cambridge Energy Research Associates, USA

Facilitator

- **John K. Deferios**, Anchor and Group Vice-President, Content, International Herald Tribune Television, Italy

10.30 - 12.15

financial volatility

Responding to Financial Market Volatility

Participants will examine the key factors behind financial market volatility and advance strategies to mitigate its impact on corporations and investors.

The agenda points for the workshop are:

1. How financial volatility affects a company's market value and what it means for corporate investment strategies
2. Financial instruments that cause or increase volatility

Workshop Discussion Leaders

- **Andrew Crockett**, General Manager, Bank for International Settlements (BIS), Basel
- **Gail Fosler**, Senior Vice-President and Chief Economist, The Conference Board, USA
- **Jim Leach**, Congressman from Iowa (Republican), USA
- **Russell M. Loubser**, Chief Executive Officer, JSE Securities Exchange South Africa, South Africa

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- **Stanley O'Neal***, President and Chief Operating Officer, Merrill Lynch, USA
- **Harvey L. Pitt**, Chairman, US Securities and Exchange Commission, USA
- **Philip J. Purcell**, Chairman and Chief Executive Officer, Morgan Stanley, USA
- **Arthur Samberg**, Chairman and Chief Executive Officer, Pequot Capital Management, USA
- **Richard H. Thaler**, Professor of Behavioral Sciences and Economics, University of Chicago Graduate School of Business, USA
- **Georges Ugeux**, Group Executive Vice President, New York Stock Exchange, USA

Facilitator

- **Ron Insana**, Host, Street Signs, CNBC, USA

10.30 - 12.15

asymmetric threats

Confronting Asymmetric Threats to Peace

Participants will examine the scope, scale and origin of asymmetric threats directed at government and private sector institutions. The agenda points for this workshop are:

1. Identifying major threats to society
2. Public health, police and military readiness

Workshop Discussion Leaders

- **Ken Alibek**, President, Hadron Advanced Biosystems, USA
- **Graham T. Allison**, Director, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, USA
- **Paul L. Bremer III**, Chairman and Chief Executive Officer, Marsh Crisis Consulting, USA
- **Arthur Caplan**, Director, Center for Bioethics, University of Pennsylvania, USA
- **Lawrence Freedman**, Head, School of Social Science and Public Policy, King's College, University of London, United Kingdom
- **Robert Graham**, Senator from Florida (Democrat); Chairman on the Select Committee on Intelligence, USA
- **Sergei Karaganov**, Chairman of the Board, Council on Foreign and Defence Policy, Institute of Europe, Russian Federation
- **Martin C. Libicki**, Senior Policy Analyst, The RAND Graduate School, USA

- **John Manley**, Minister of Foreign Affairs of Canada
- **Sam Nunn**, Co-Chairman and Chief Executive Officer, Nuclear Threat Initiative, USA
- **Ralph W. Shrader**, Chairman and Chief Executive Officer, Booz, Allen & Hamilton, USA
- **John Thompson**, Chairman, President and Chief Executive Officer, Symantec Corp., USA
- **John P. Weston**, Chief Executive Officer, BAE Systems, United Kingdom
- **Antonio Manuel Vitorino**, Member of the European Commission, Brussels; Global Leader for Tomorrow 1997

Special Guest

- **Ronald K. Noble**, Secretary-General, Interpol, Lyon

Facilitator

- **Robert Klitgaard**, Professor of International Development and Security and Dean, The RAND Graduate School, USA

10.30 - 12.15

us foreign policy

New Priorities in US Foreign Policy

Participants will examine the broader implications of the Bush administration's foreign policy goals both immediately after 11 September and in the wake of the Afghanistan campaign. The agenda points for this workshop are:

1. The international effort to eliminate terrorism
2. The treatment of international trade, financial and development issues

Workshop Discussion Leaders

- **G. Allen Andreas***, Chairman and Chief Executive, Archer Daniels Midland, USA
- **Michael H. Armacost**, President, The Brookings Institution, USA
- **Shlomo Ben-Ami**, Professor, University of Tel Aviv, Israel
- **C. Fred Bergsten**, Director, Institute for International Economics, USA
- **Joseph R. Biden***, Senator from Delaware (Democrat); Chairman of the Senate Foreign Relations Committee, USA
- **Ronnie C. Chan**, Chairman, Hang Lung Development Company, Hong Kong SAR
- **Mike Chinoy***, Senior Asia Correspondent, CNN, Hong Kong SAR
- **Richard Cohen***, Columnist, The Washington Post, USA

- **Philip M. Condit**, Chairman and Chief Executive Officer, The Boeing Company, USA
- **Christopher J. Dodd***, Senator from Connecticut (Democrat), USA
- **Rossana Fuentes**, Managing Editor, Foreign Affairs, Mexico
- **Orrin G. Hatch**, Senator from Utah (Republican), USA
- **Paul M. Kennedy***, Professor of History and Director, International Security Studies, Yale University, USA
- **John F. Kerry**, Senator from Massachusetts (Democrat), USA
- **Nemir A. Kirdar**, President and Chief Executive Officer, Investcorp, United Kingdom
- **Walter R. Mead**, Senior Fellow, US Foreign Policy, Council on Foreign Relations of New York, USA
- **Dominique Moïsi**, Deputy Director, Institut Français des Relations Internationales, France
- **Ethan A. Nadelmann**, Executive Director, The Lindesmith Center - Drug Policy Foundation, USA; Global Leader for Tomorrow 1997
- **Aryeh Neier***, President, Open Society Institute, USA
- **William R. Pace**, Convenor, NGO Coalition for an International Criminal Court, USA
- **Thomas J. Pritzker**, Chairman and Chief Executive Officer, Hyatt Corporation, USA
- **Alexei Pushkov**, Author and Programme Director, TV-Center, Russian Federation; Global Leader for Tomorrow 1997
- **George Russell**, President and Editor, Canada, Time Magazine, USA
- **James J. Schiro**, Senior Partner, PricewaterhouseCoopers, USA
- **Stephen R. Sestanovich**, Senior Fellow for Russian Eurasian Studies, Council on Foreign Relations, USA
- **Gordon H. Smith**, Senator from Oregon (Republican), USA
- **George Stephanopoulos**, News Analyst, ABC News, USA
- **Jusuf Wanandi**, Member of the Board of Trustees and Senior Fellow, Centre for Strategic and International Studies (CSIS), Indonesia
- **Elizabeth G. Weymouth**, Senior Editor and Special Diplomatic Correspondent, Newsweek, USA

Facilitator

- **Joseph S. Nye Jr**, Dean, John F. Kennedy School of Government, Harvard University, USA

12.30 - 14.00

anti-globalization/future

The Future of Anti-Globalization

Globalization continues to draw the ire of protest groups from around the world. Participants will focus on the motives behind the anti-globalization movement and how the anti-movements are adjusting their objectives and approach as a result of recent world events.

Discussion Leaders

- **Peter Brey***, Secretary-General, Terre des Hommes Foundation, Switzerland
- **Felipe Fernandez Arnesto**, Professor, Modern History Faculty, Oxford University, United Kingdom
- **John F. Kerry**, Senator from Massachusetts (Democrat), USA
- **Neil Kearney***, General Secretary, International Textile, Garment and Leather Workers' Federation, Brussels
- **Gerd Leipold***, Executive Director, Greenpeace International, Netherlands
- **Alain Touraine**, Director of Studies, Ecoles des Hautes Etudes en Sciences Sociales (EHESS), France

12.30 - 14.00

apology

The Politics of Apology

In the present climate, we may be faced with hard choices and tough decisions that will be harmful to some. Can you risk an apology? What is at stake? How do attitudes differ between various cultures and on individual, corporate and government levels?

Discussion Leaders

- **Harold James**, Professor, Department of History, Princeton University, USA
- **Daniel Kahneman***, Professor, Department of Psychology, Princeton University, USA
- **Desmond M. Tutu***, Archbishop Emeritus, South Africa
- **Elie Wiesel**, Professor of the Humanities, Boston University, USA

Moderated by

- **Lou Marinoff**, Professor and Chair of Philosophy, The City College of New York, USA

12.30 - 14.00

canada

Canada Lunch: Moving Forward with Innovation and Growth

After several years of prosperity, Canada is preparing itself to weather the global economic slowdown. What are the government's economic and social policy priorities and what does this mean for the year to come?

Special Guest

- **Jean Chrétien**, Prime Minister of Canada

12.30 - 14.00

crisis management

Crisis Management: Look Out Ahead!

Business leaders today must prepare for, and contend with, a wider range of crises than a decade ago.

Participants will focus on:

1. New crises with which corporations will have to contend in the future
 2. The common, yet serious, leadership mistakes to avoid in a crisis
- **Bernd Fahrholz**, Chairman of the Board of Managing Directors, Dresdner Bank, Germany
 - **Phillip J. Purcell**, Chairman and Chief Executive Officer, Morgan Stanley, USA
 - **Thomas J. Ridge**, Assistant to the President and Director of the US Office of Homeland Security, USA

12.30 - 14.00

disaster recovery

Back from the Brink

Business leaders find themselves in crises for which they have to provide disaster recovery plans. Participants will examine the disasters provoked by the terrorist attacks of 11 September and discuss the lessons they can draw from them. The agenda points are:

1. The main discrepancies between disaster recovery plans and reality
2. The main lessons that can be learned from past experience
3. The implications of the disaster on day-to-day business operations

12.30 - 14.00

germany

Germany's Challenges

Facing a recession at home and new international responsibilities in the wake of 11 September, Germany is confronted with major challenges in the upcoming general election. What strategy should Europe's largest economy pursue?

Discussion Leaders

- **Paul Achleitner**, Member of the Board of Management, Allianz, Germany
- **Roland Berger**, Chairman and Global Managing Partner, Roland Berger & Partners International Management Consultants GmbH, Germany
- **Gerhard Cromme**, Chairman of the Supervisory Board, Thyssen Krupp, Germany
- **Hans Eichel**, Federal Minister of Finance of Germany
- **Josef Janning**, Head, Politics Division, Bertelsmann Foundation, Germany
- **Bernd Pischetsrieder***, Chairman of the Board of Management, Seat, Spain; Chairman-Elect of the Board of Management, Volkswagen Group, Germany
- **Hasso Plattner**, Co-Chairman and Chief Executive Officer, SAP, Germany
- **Jürgen E. Weber***, Chairman and Chief Executive Officer, Deutsche Lufthansa, Germany

Special Guest

- **Gerhard Schröder***, Federal Chancellor of Germany

12.30 - 14.00

migration

Update on Migration

The events of 11 September present many new challenges in managing international migration. How can governments facilitate the legal, and indeed economically desirable, movement of people across borders in a changing political and business environment?

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12.30 - 14.00

o'neill

The Role of the US in the Global Economy

- **Paul H. O'Neill**, US Secretary of the Treasury

12.30 - 14.00

turnaround

Race against the Clock: How to Turn Around a Company

Struggling companies must move quickly to turn things around or risk the wrath of impatient shareholders. Participants will focus on the following agenda points:

1. Restructuring without destroying employee morale but instead generating support for change
2. Improving efficiency while maintaining the quality and innovation necessary for success
3. Aligning a new strategy with organizational culture

Discussion Leaders

- **Jeff Bezos***, Founder and Chief Executive Officer, Amazon.com, USA; Global Leader for Tomorrow 1998
- **Rolf Hüppi***, Chairman and Chief Executive Officer, Zurich Financial Services Group, Switzerland
- **Joseph L. Rice**, Chairman, Clayton, Dubilier & Rice, USA

Special Guest

- **Carlos Ghosn**, President, Nissan Motor Company, Japan

Moderated by

- **Constantinos Markides**, Professor of Strategic and International Management, London Business School, United Kingdom

14.15 - 16.00

civil liberties

Balancing Civil Liberties and Public Safety in the Face of Terrorism

Participants will debate how to strike the right balance to ensure public safety and to preserve civil liberty in the face of new threats to our personal security. The agenda points for the discussion are:

1. Critical policy changes necessary to improve public safety and personal security in an open society
2. The effects and limitations of such changes

Discussion Leaders

- **José Miguel Insulza**, Minister of the Interior of Chile
- **Irene Khan***, Secretary-General, Amnesty International, United Kingdom
- **Kumi Naidoo**, Secretary-General and Chief Executive Officer, Civicus: World Alliance for Citizen Participation, USA
- **George Pataki**, Governor of New York, USA
- **Otto Schily**, Federal Minister of the Interior of Germany
- **Antonio Manuel Vitorino**, Member of the European Commission, Brussels; Global Leader for Tomorrow 1997
- **Malcolm Williamson***, President and Chief Executive Officer, Visa International, USA

Moderated by

- **Jonathan Zittrain**, Faculty Co-Director and Assistant Professor of Entrepreneurial Legal Studies, Berkman Center for Internet & Society, Harvard Law School, USA; Global Leader for Tomorrow 2000

14.15 - 16.00

media/terrorism

Media & Terrorism: Changing the Ground Rules

Participants will examine how the fight against terrorism has influenced both international and regional coverage of world events and then discuss the media's role and responsibility in informing and educating the public in this new context. The agenda points for this workshop are:

1. The impact on media content
2. Balancing government and public interest

Discussion Leaders

- **Lowell Bergman**, Producer/Reporter, Frontline West, USA
- **Christopher J. Dodd***, Senator from Connecticut (Democrat), USA
- **Tom Glocer**, Chief Executive Officer, Reuters Group, United Kingdom
- **Ibrahim Helal**, Editor-in-Chief, Al Jazeera Satellite Channel, Qatar
- **Ann Morrison**, Editor, Time Europe, United Kingdom
- **Ronald K. Noble**, Secretary-General, Interpol, Lyon
- **Andres Ortega**, Chief Editor, Opinion, El Pais, Spain
- **Sir Howard Stringer***, Chairman and Chief Executive Officer, Sony Corporation of America, USA
- **Thomas J. Ridge**, Assistant to the President and Director of the US Office of Homeland Security, USA

Challenger

- **Ken Auletta**, Communications Columnist, The New Yorker Magazine, USA

Moderated by

- **Orville H. Schell**, Dean, Graduate School of Journalism, University of California, Berkeley, USA

14.15 - 16.00

afghanistan

Stability in Afghanistan and the Region: Can We Avoid Another Great Game?

Participants will discuss strategies to rebuild the Afghan economy and to ensure political stability in the region. The agenda points for this workshop are:

1. The role of key border countries, major international organizations and key aid donor countries
2. Immediate and long-term policy goals of economic and development assistance to the region

Workshop Discussion Leaders

- **S. Mohammad Hossein Adeli**, Deputy Minister of Foreign Affairs of the Islamic Republic of Iran
- **Ahmad Mohammed Ali**, President, Islamic Development Bank, Saudi Arabia
- **Ibrahim Abdel Aziz Al-Assaf***, Minister of Finance and National Economy of Saudi Arabia
- **Alan L. Boeckmann**, President and Chief Operating Officer, Fluor Corporation, USA
- **Mark Malloch Brown**, Administrator, United Nations Development Programme (UNDP), New York
- **Gro Harlem Brundtland**, Director-General, World Health Organization (WHO), Geneva
- **Gareth J. Evans**, President, International Crisis Group (ICG), Belgium
- **Richard Haass**, Director, Policy Planning, US Department of State
- **Michael Ignatieff**, Director, Carr Center of Human Rights Policy, John F. Kennedy School of Government, Harvard University, USA
- **Jakob Kellenberger**, President, International Committee of the Red Cross (ICRC), Geneva
- **Jim Kolbe***, Congressman from Arizona (Republican), USA
- **Ahmed Rashid**, Analyst for Pakistan, Afghanistan and Central Asia, Far Eastern Economic Review - Dow Jones, Pakistan

- **Kenneth Roth**, Executive Director, Human Rights Watch, USA; Global Leader for Tomorrow 1997
- **Olivier Roy**, Senior Researcher, Centre National de la Recherche Scientifique, France
- **Barbara Stocking**, Executive Director, Oxfam GB, United Kingdom

Facilitator

- **Sean M. Cleary**, Managing Director, Strategic Concepts, South Africa

14.15 - 16.00

biotech regulation

Biotechnology: Translating Ethical Concerns into Regulation

As the field of human genetics advances, governments are being faced with the increasingly difficult task of creating the right legislation or regulations to govern this area. Participants will explore key areas where regulation is, and will be, needed and advance ways to build a framework for enlightened regulation. The agenda points for this workshop are:

1. Means to provide policy-makers with clear and balanced information on issues
2. Possibilities to create harmonized and internationally acceptable regulations for key areas

Workshop Discussion Leaders

- **David Baltimore**, President and Professor of Biology, California Institute of Technology, USA
- **Kathinka Evers**, Executive Director, The Standing Committee on Responsibility and Ethics in Science (SCRES), The International Council for Science (ICSU), Norway
- **Francis Fukuyama**, Professor for International Political Economy, Johns Hopkins School of Advanced International Studies, USA
- **William A. Haseltine**, Chairman and Chief Executive Officer, Human Genome Sciences, USA
- **Simon Longstaff**, Executive Director, The St James Ethics Centre, Australia
- **Pamela W. McNamara**, Chief Executive Officer, Arthur D. Little, USA; Women Leaders' Initiative
- **Giovanni Neri**, Chairman, Institute of Medical Genetics, Catholic University of Sacro Cuore, Italy

- **David H. Sachs**, Director, Transplantation Biology Research Center, Massachusetts General Hospital, Harvard Medical School, USA
- **Henri A. Termeer***, Chairman, President and Chief Executive Officer, Genzyme Corporation, USA
- **Irving Weissman**, Professor of Pathology and Developmental Biology, Stanford University School of Medicine, USA
- **Ian Wilmut**, Director, Division of Development and Reproduction, Roslin Institute, United Kingdom

Facilitator

- **Ellis Rubinstein**, Editor, Science Magazine, USA

14.15 - 16.00

european foreign policy

One Voice to the World: Can Europe Have a Foreign Policy?

Participants will examine European foreign policy challenges and internal security interests in the wake of 11 September. The agenda points for this workshop are:

1. Reconciling the wide range of European responses in the global anti-terrorism campaign
2. The future of NATO and transatlantic relations

Workshop Discussion Leaders

- **Lionel Barber**, Editor, European Edition, The Financial Times, United Kingdom
- **Christoph Bertram**, Director, German Institute for International Affairs and Security (SWP), Germany
- **Philippe Camus**, Co-Chief Executive Officer, EADS, France
- **Ismail Cem***, Minister of Foreign Affairs of Turkey
- **William M. Drozdiak***, Editor, Europe and Global Affairs, The Washington Post, Belgium
- **Mircea Geoana**, Minister of Foreign Affairs of Romania and Chairman-in-Office, Organization for Security and Co-operation in Europe (OSCE), Vienna
- **Klaus Gretschmann**, Director-General, Council of the European Union, Brussels
- **Josef Janning**, Head, Politics Division, Bertelsmann Foundation, Germany
- **Paul M. Kennedy**, Professor of History and Director, International Security Studies, Yale University, USA

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- **Aleksander Kwasniewski**, President of Poland
- **Mikhail Margelov**, Chairman, Committee for Foreign Affairs, Federation Council, Russian Federation
- **Christoph Rabe**, Foreign Editor, Handelsblatt, Germany
- **Stephen R. Sestanovich**, Senior Fellow for Russian Eurasian Studies, Council on Foreign Relations, USA
- **Gordon H. Smith**, Senator from Oregon (Republican), USA
- **Boris Trajkovski***, President of Macedonia, FYR
- **Vaira Vike-Freiberga**, President of Latvia; Women Leaders' Initiative
- **William Wallace**, Professor, London School of Economics and Political Science, United Kingdom

Special Guest

- **Javier Solana Madariaga**, Secretary-General of the Council of the European Union and High Representative for Common Foreign and Security Policy (CFSP), Brussels
- **Jack Straw**, Secretary of State for Foreign and Commonwealth Affairs of the United Kingdom

Facilitator

- **Dominique Moïsi**, Deputy Director, Institut Français des Relations Internationales, France

14.15 - 16.00

nepad

Realizing the Promise of the New Partnership for Africa's Development

The New Partnership for Africa's Development is a long term plan created by a key group of African leaders. This workshop will examine the goals that have been set and discuss the critical actions that will be required to achieve them. The agenda points for the workshops are:

1. Status of the plan for the New Partnership for Africa's Development
2. Actions required from governments and business

Workshop Discussion Leaders

- **Abdelaziz Bouteflika***, President of Algeria
- **Brian C. Bruce**, Group Chief Executive, Murray & Roberts Holdings, South Africa
- **Bertrand Collomb**, Chairman and Chief Executive Officer, Lafarge, France

- **Gordon Conway**, President, Rockefeller Foundation, USA
- **Jacques Diouf**, Director-General, FAO-Food and Agriculture Organization, Rome
- **Göran Lindahl***, Undersecretary-General and Special Adviser to the UN Secretary-General on the Global Compact
- **Simon Maxwell**, Director, Overseas Development Institute, United Kingdom
- **Thabo Mbeki***, President of South Africa
- **Henry A. McKinnell**, Chairman and Chief Executive Officer, Pfizer, USA
- **Rama Naidu**, Executive Director, Democracy Development Programme, South Africa
- **Abdoulaye Wade***, President of Senegal

Facilitator

- **Niall FitzGerald**, Chairman, Unilever, United Kingdom; Co-Chair of the Annual Meeting 2002

14.15 - 16.00

web

World Economic Brainstorming (WEB) - Restoring Global Growth

A synchronized world recession poses a number of new and complex challenges. Participants will work with business leaders, policy-makers, economic experts and media leaders to develop strategies to accelerate a global recovery. They will focus on:

1. The strengths and weaknesses in key industrialized economies, major emerging markets and industrial sectors
2. Policy priorities to restore global growth

WEB Discussion Leaders

- **Josef Ackermann**, Member of the Board of Managing Directors and Designated Spokesman, Deutsche Bank, Germany
- **Masahiko Aoki**, President and Chief Research Officer, Research Institute of Economy Trade and Industry (RIETI), Japan
- **Gary S. Becker**, Professor, Department of Economics and Sociology, University of Chicago, USA
- **C. Fred Bergsten**, Director, Institute for International Economics, USA
- **Alan S. Blinder**, Professor of Economics, Princeton University, USA
- **Ronnie C. Chan**, Chairman, Hang Lung Development Company, Hong Kong SAR
- **Jonathan Charles**, Europe Business Correspondent, BBC Television, Germany

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

- **David Cockroft**, General Secretary, International Transport Workers' Federation, United Kingdom
 - **Andrew Crockett**, General Manager, Bank for International Settlements (BIS), Basel
 - **Kemal Dervis**, Minister of State for Economic Affairs of Turkey
 - **Stuart E. Eizenstat**, Partner, Covington & Burling, USA
 - **Michael L. Eskew**, Chairman-Elect, United Parcel Service (UPS), USA
 - **Fan Gang**, Director, National Economic Research Institute, China Reform Foundation, People's Republic of China
 - **Martin Feldstein**, President and Chief Executive Officer, National Bureau of Economic Research, USA
 - **Stanley Fischer***, Senior Adviser, International Monetary Fund (IMF), Washington DC
 - **Arminio Fraga**, Governor of the Central Bank of Brazil
 - **Alan Friedman**, Global Economics Correspondent, International Herald Tribune, Italy
 - **Robert J. Gordon**, Professor and Chairman, Department of Economics, Northwestern University, USA
 - **Robert D. Hormats**, Vice-Chairman, Goldman Sachs International, USA
 - **Pierre Jacquet**, Executive Director and Chief Economist, Agence Française de Développement, France
 - **James Kilts***, Chairman and Chief Executive Officer, Gillette Company, USA
 - **Caio Koch-Weser***, State Secretary of Finance of Germany
 - **David H. Komansky***, Chairman and Chief Executive Officer, Merrill Lynch & Co., USA
 - **Antony Leung***, Financial Secretary of the Hong Kong SAR
 - **Maurice Lévy**, Chairman and Chief Executive Officer, Publicis Group, France
 - **Juan J. Llach**, Director, Department of Economics, IAE-Universidad Austral, Argentina
 - **Mahathir bin Mohamad***, Prime Minister of Malaysia
 - **Trevor Manuel***, Minister of Finance of South Africa
 - **Paul Martin**, Minister of Finance of Canada
 - **Donald Morrison**, Editor, Time Europe, United Kingdom
 - **Guillermo Ortiz**, Governor of the Central Bank of Mexico
 - **Supachai Panitchpakdi***, Director-General Designate, World Trade Organization (WTO), Geneva
 - **Jean-Pierre Roth***, Chairman of the Governing Board, Swiss National Bank, Switzerland
 - **Vladimir Ryzhkov**, Member of the State Duma, Russian Federation; Global Leader for Tomorrow 1999
 - **David E. Sanger**, Senior White House Correspondent, The New York Times, USA
 - **Richard M. Smith**, Chairman and Editor-in-Chief, Newsweek, USA
 - **Jean François Theodore***, Chairman and Chief Executive Officer, Euronext Paris, France
 - **Jean-Claude Trichet**, Governor of the Bank of France
 - **Laura D. Tyson**, Dean, London Business School, United Kingdom
 - **Junichi Ujiie**, President and Chief Executive Officer, Nomura Securities, Japan
 - **Jürgen von Hagen**, Professor, Center for European Integration Studies, University of Bonn, Germany
 - **Klaus F. Zimmermann**, President, German Institute for Economic Research (DIW Berlin), Germany
- Moderator
- **Peter Jennings**, Anchor and Senior Editor, World News Tonight, ABC News, USA
- Rapporteur
- **Paul Krugman**, Professor of Economics, Princeton University, USA
- Special Guest
- **Paul H. O'Neill**, US Secretary of the Treasury
- 14.30 - 16.00**
- cafe philo*
- Café Philo**
- An informal but energetic gathering, a place to air your views and challenge the views of others, a place where no issue is too big or too small to be addressed, a contemporary agora. Bring your own questions and let the group dynamic dictate what will be pursued.
- **Lou Marinoff**, Professor and Chair of Philosophy, The City College of New York, USA

16.00 - 17.00

social entrepreneurs

Come and Meet the Social Entrepreneurs

Meet the social entrepreneurs from around the world nominated for the 2001 Schwab Foundation Prize for Social Entrepreneurship. Be inspired by their innovative and pragmatic ways to solve social problems in fields as diverse as health, education, environment, economic development and human rights.

16.30 - 18.00

vulnerability

New Sources of Vulnerability: Thinking the Unthinkable

Participants will explore how the notion of vulnerability has changed completely in today's security and business climate.

Discussion Leaders

- **Donald J. Carty**, Chairman, President and Chief Executive Officer, American Airlines, USA
- **Richard S. Fuld Jr**, Chairman and Chief Executive Officer, Lehman Brothers, USA
- **Armin Meyer**, Chairman and Chief Executive Officer, Ciba Specialty Chemicals, Switzerland
- **John E. Potter***, Postmaster-General and Chief Executive Officer, United States Postal Service, USA
- **Thomas J. Ridge**, Assistant to the President and Director of the US Office of Homeland Security, USA

Chaired by

- **Raymond V. Gilmartin**, Chairman, President and Chief Executive Officer, Merck and Co., USA

Special Guest

- **Rudolph W. Giuliani***, Mayor of New York (1993-2001) and Co-Chair of the Annual Meeting 2002

18.00 - 18.30

chretien

Special Message from

- **Jean Chrétien**, Prime Minister of Canada

Chaired by

- **Klaus Schwab**, Founder and President, World Economic Forum

20.30 - 22.30

africa

Africa Dinner

With increased adoption of information and communication technologies as an effective tool for social and economic development across Africa, this dinner will present the successful developments of projects taking place across the continent and will outline the major challenges that lie ahead. The dinner will draw on the work of the Global Digital Divide Initiative of the World Economic Forum in the region and the recently-launched e-Africa Commission of the New Partnership for Africa's Development (NEPAD) Initiative.

20.30 - 22.30

arab/us

Arab-US Relations: The Road Ahead

Improved relations between the Arab world and the United States continue to be hampered by popular misperceptions and public mistrust on major issues. Participants will focus on concrete ways to improve key bilateral relations and to build mechanisms to increase regional cooperation.

Moderated by

- **Nemir A. Kirdar**, President and Chief Executive Officer, Investcorp, United Kingdom

Discussion Leaders

- **H.H. Sheikh Mohammed bin Rashid Al Maktoum***, Crown Prince of Dubai and Minister of Defence of the United Arab Emirates
- **H.R.H. Prince Turki Al Faisal Al Saud**, Chairman, King Faisal Center for Research and Islamic Studies, Saudi Arabia
- **H.H. Sheikh Salman bin Hamad Al-Khalifa**, Crown Prince and Commander-in-Chief of the Bahrain Defence Force
- **Howard L. Berman***, Congressman from California (Democrat), USA
- **Joseph R. Biden***, Senator from Delaware (Democrat); Chairman of the Senate Foreign Relations Committee, USA
- **Issam Fares**, Deputy Prime Minister of Lebanon
- **Richard Haass**, Director, Policy Planning, US Department of State
- **John F. Kerry**, Senator from Massachusetts (Democrat), USA
- **Amre Moussa***, Secretary-General of the League of Arab States
- **John D. Negroponte**, Ambassador and Permanent Representative of the US to the United Nations, New York
- **Charles E. Schumer***, Senator from New York (Democrat), USA
- **Hamad Bin Jassim Bin Jabr Al-Thani**, Minister of Foreign Affairs of Qatar

20.30 - 22.30

dance/diversity

Dance and Diversity

Dance is both an art and a form of communication. Breaking stereotypes and creating both a local and international company rooted in diversity was a revolution. Spend an evening of discussion and performance with a renowned troupe.

Hosted by Booz-Allen & Hamilton

20.30 - 22.30

design

The Designing Mind

Design enters our daily lives, literally from cradle to grave. What is behind society's growing infatuation with design? How much influence do modern designers have on our aesthetic tastes?

Hosted by A.T. Kearney

Discussion Leaders

- **Christopher E. Bangle**, Director, Design, BMW Bayerische Motoren Werke, Germany
- **Shelly Lazarus***, Chairman and Chief Executive Officer, Ogilvy & Mather, USA; Women Leaders' Initiative
- **James Rizzi**, Artist, USA
- **Richard Saul Wurman**, Founder and Creative Director, TED Conferences, USA

Moderated by

- **Richard Koshalek**, President, Art Center College of Design, USA

20.30 - 22.30

education/globalization

The Global Evolution of Education

Education is the foundation of economic and social development, but an educational system which can address both globalization and national identity is needed desperately. How can educational systems adapt in a way that respects the growing diversity of cultures present in modern society?

Hosted by

- **Courtney Ross Holst**, Founder and Chairman, The Ross Institute, USA

20.30 - 22.30

European identity

European Identity: Simply a Myth or Something in the Making?

Does the notion of European identity exist outside the EU and the euro? What does it mean to be European today?

Discussion Leaders

- **Michel Barnier**, Member of the European Commission, Brussels
- **Philippe Camus**, Co-Chief Executive Officer, EADS, France
- **Bozidar Djelic**, Minister of Finance and Economy of the Republic of Serbia, Federal Republic of Yugoslavia; Global Leader for Tomorrow 2002
- **Mary Harney***, Deputy Prime Minister and Minister for Enterprise and Employment of Ireland
- **Josef Janning**, Head, Politics Division, Bertelsmann Foundation, Germany
- **Rem Koolhaas**, Architect, Office for Metropolitan Architecture, Netherlands
- **Michael Naumann***, Chief Editor and Publisher, Die Zeit, Germany
- **Paul Robertson**, First Violinist and Leader, The Medici String Quartet, United Kingdom
- **Vaira Vike-Freiberga**, President of Latvia; Women Leaders' Initiative
- **Grigory A. Yavlinsky***, Member of the State Duma; Leader, Yabloko Movement, Russian Federation
- **Jan Zielonka**, Professor of Political Science, European University Institute, Italy

Moderated by

- **Joël Kotek**, Professor and Adviser to the Board, Assemblée de la Commission Communautaire Française, Belgium

20.30 - 22.30

glts

The Global Leaders for Tomorrow: The Power of One?

Any individual can be a catalyst for global change – or is that really the case? A discussion with Global Leaders of Tomorrow on the leadership

role of both the individual and the community in improving global society.

Discussion Leaders

- **William Browder**, Managing Director, Hermitage Capital Management, Russian Federation; Global Leader for Tomorrow 2001
- **Mathias Doepfner***, Member of the Board, Axel Springer Verlag, Germany; Global Leader for Tomorrow 2001
- **Tomás González Estrada**, Deputy Director, National Planning Department, Colombia; Global Leader for Tomorrow 2001
- **Carlos E. Kempff Bruno***, Minister of Economic Development of Bolivia; Global Leader for Tomorrow 2001
- **Julie Meyer**, Founder and Chief Executive Officer, Ariadne Capital, United Kingdom; Global Leader for Tomorrow 2002
- **Alexei A. Mordashov***, Chairman of the Executive Board and General Director, Severstal, Russian Federation; Global Leader for Tomorrow 2002
- **Belinda Stronach***, Vice-Chairman and Chief Executive Officer, Magna International, Canada; Global Leader for Tomorrow 2002

20.30 - 22.30

identity/globalization

Me and Everybody Else: Identity in a Globalized World

Globalization and the assertion of identity are two great and conflicting trends that seem to be shaping our world. How will basic values and traditional beliefs fare in an increasingly multicultural and digital world? Do we risk losing our identities by emphasizing the commonalities rather than celebrating the differences?

Hosted by Mastercard International

Discussion Leaders

- **Christopher D. Thom**, Senior Executive Vice-President, Mastercard International Inc., USA
- **Homi K. Bhabha**, Professor, Humanities Department of English Literature, Harvard University, USA
- **Paulo Coelho**, Author, Brazil
- **Pekka Himanen**, Philosopher, Finland
- **Irene Khan***, Secretary-General, Amnesty International, United Kingdom
- **Michael Mann***, Director, Writer and Producer, Forward Pass, USA

- **Koichiro Matsuura**, Director-General, UNESCO, Paris
- **N. R. Narayana Murthy***, Chairman and Chief Executive Officer, Infosys Technologies, India
- **Karim Raslan**, Partner, Raslan Loong, Malaysia
- **William H. Roedy**, President, MTV Networks, United Kingdom
- **David J. Stern***, Commissioner, National Basketball Association (NBA), USA
- **Charles Taylor**, Professor of Philosophy, McGill University, Canada
- **Sherry Turkle**, Professor of the Sociology of Science, Massachusetts Institute of Technology, USA

Moderated by

- **Dominique Moïsi**, Deputy Director, Institut Français des Relations Internationales, France

20.30 - 22.30

learning

Learning in a Digital Age: What Every Parent Ought to Know

The digital revolution has opened a debate about a new generational gap as children embrace the new media more rapidly than their parents. How is education and the process of learning adapting to this new "power shift"?

Hosted by Vivendi Universal

Discussion Leaders

- **Peter Atkins***, Professor of Chemistry, Lincoln College, University of Oxford, United Kingdom
- **Jennifer Dunn**, Congresswoman from Washington (Republican), USA
- **Peter Gabriel***, Musician, United Kingdom
- **Alison Gopnik**, Professor of Psychology, University of California, Berkeley, USA
- **Lord Puttnam**, Chairman, The National Endowment for Science, Technology and the Arts, United Kingdom

Moderated by

- **Howard Gardner**, Professor of Education, Harvard Graduate School of Education, Harvard University, USA

20.30 - 22.30

new york

The Future of New York City

The events of 11 September not only damaged New York as a city, but also raised questions about its future role as a centre of business activities. Participants will discuss the key challenges facing the city after the terrorist attacks.

Hosted by Merrill Lynch

Discussion Leaders

- **Ellen Futter**, President, American Museum of Natural History, USA
- **Rudolph W. Giuliani***, Mayor of New York (1993-2001) and Co-Chair of the Annual Meeting 2002
- **David H. Komansky**, Chairman and Chief Executive Officer, Merrill Lynch & Co., USA
- **Shelly Lazarus***, Chairman and Chief Executive Officer, Ogilvy & Mather, USA; Women Leaders' Initiative
- **Stanley O'Neal**, President and Chief Operating Officer, Merrill Lynch, USA
- **George Pataki***, Governor of New York, USA

20.30 - 22.30

past/present

When the Past Becomes the Present

George Santayana observed that "those who cannot remember the past are condemned to repeat it." How should a society make use of its history? How does the past shape the present?

Discussion Leaders

- **Karen Armstrong**, Author, United Kingdom
- **Christopher A. Bartlett**, Thomas D. Casserly, Jr. Professor of Business Administration, Harvard Business School, USA
- **Felipe Fernandez Armesto**, Professor, Modern History Faculty, Oxford University, United Kingdom
- **Harold James**, Professor, Department of History, Princeton University, USA

- **Paul M. Kennedy**, Professor of History and Director, International Security Studies, Yale University, USA
- **Desmond M. Tutu***, Archbishop Emeritus, South Africa
- **Theodore Zeldin**, President, The Oxford Muse, United Kingdom

Moderated by

- **Juan-Pablo Illanes**, Editor-in-Chief, El Mercurio, Chile

20.30 - 22.30

hunger/poverty

Attacking Hunger and Poverty: The Other Global Campaign

Hunger and poverty are, for many parts of the world, the greatest threats to security and stability. How can we bridge the gap between emergency humanitarian assistance and long-term development aid? Or is international attention too often being diverted elsewhere. Participants will focus on the major challenges shaping the current global response to hunger and poverty.

Hosted by

- **Thomas Moran**, President and Chief Executive Officer, Mutual of America, USA

20.30 - 22.30

responsible investment

Are Socially Responsible Investments Paying Off?

In an economic slowdown, will investors remain bullish about socially responsible companies? Or is this rather about capturing headlines than about improving the bottom line?

Hosted by Apax Partners Ltd

Discussion Leaders

- **Sir Ronald Cohen***, Chairman, Apax Holding Ltd, United Kingdom
- **Henrique de Campos Meirelles**, President, BankBoston and FleetBoston Global Bank, USA

- **Rick Menell**, Deputy Chairman and Chief Executive Officer, Mining, Anglovaal Mining Limited, South Africa; Global Leader for Tomorrow 1998
- **Joseph P. Schoendorf**, Partner, Accel Partners, USA
- **Hans N. J. Smits**, Chairman of the Executive Board, Rabobank Group, Netherlands

20.30 - 22.30

mediatization

The Media Made Me Do It

The media has made everyone – from government to business to NGOs – more self-conscious about their actions and decisions. Participants will debate how the "mediatization" of society is changing the way we do business and how we behave.

Hosted by Accenture

Discussion Leaders

- **Alec Baldwin***, Actor, USA
- **Roberto Civita**, Chairman and Chief Executive Officer, The Abril Group, Brazil
- **Jake Eberts**, Producer, Blackbird Films, United Kingdom
- **Steve Forbes**, President and Chief Executive Officer, Forbes, USA
- **Henry Jenkins**, Director, Program in Comparative Media Studies, Massachusetts Institute of Technology, USA
- **Shekhar Kapur***, Film Director, Quasar Films Limited, United Kingdom
- **Geraldine Laybourne***, Chairman, Chief Executive Officer and Founder, Oxygen Media, USA; Women Leaders' Initiative
- **Paul Sagan***, President, Akamai Technologies, USA; Global Leader for Tomorrow 1997
- **Anant Singh***, Film Producer, Videovision Entertainment, South Africa
- **Peter Sloterdijk**, Professor of Philosophy, Staatliche Hochschule für Gestaltung, Germany
- **Aidan White**, General Secretary, International Federation of Journalists, Belgium
- **Mel Young**, Co-Founder and President, The Big Issue, United Kingdom; Social Entrepreneur

Moderated by

- **Orville H. Schell**, Dean, Graduate School of Journalism, University of California, Berkeley, USA

20.30 - 22.30

russia

Russia Outlook: Will Russia Seize the Opportunity?

The pace of economic reform in the Russian Federation is restoring international investor confidence in the country. Russia's willingness to work with the West on key foreign policy challenges has also improved its image abroad. How will the Russian government leverage this goodwill and turn the positive momentum into clear actions and results?

Discussion Leaders

- **Andrei Illarionov**, Adviser; President's Personal Representative to the G7/G8 Summit, Russian Federation
- **Sergei V. Kirienko***, Presidential Plenipotentiary, Volga Federal District, Russian Federation
- **Igor Kostikov**, Chairman, Federal Commission for the Securities Market, Russian Federation
- **Igor Lisinenko***, Member of the State Duma of the Russian Federation
- **Mikhail Margelov**, Chairman, Committee for Foreign Affairs, Federation Council, Russian Federation
- **Leonid Reiman**, Minister of Telecommunications of the Russian Federation
- **Vladimir Ryzhkov**, Member of the State Duma, Russian Federation; Global Leader for Tomorrow 1999
- **Grigory A. Yavlinsky***, Member of the State Duma; Leader, Yabloko Movement, Russian Federation

20.30 - 22.30

IT industry

From Gloom to Boom in the IT Industry?

Despite a steep decline in IT investment, technology breakthroughs are happening that will eventually transform the ways business operate as well as introduce major competitive advantages. What are they and when can we expect them? And will most of them still come from Silicon Valley?

Discussion Leaders

- **Chen Wen-Chi***, President and Chief Executive Officer, Via Technology, Taiwan
- **Scott D. Cook***, Chairman of the Executive Committee, Intuit, USA
- **Mark B. Hoffman***, Chairman and Chief Executive Officer, Commerce One, USA
- **Keith Krach***, Chairman of the Board, Ariba, USA
- **Jaron Lanier**, Visiting Scholar, Columbia University and Lead Scientist, National Tele-Immersion Initiative, USA
- **Paul S. Otellini***, Executive Vice-President, Intel Corporation, USA
- **Sanjiv S. Sidhu***, Chairman of the Board, I2 Technologies, USA

Saturday 2 February

Several breakfast sessions will take place from 07.00 to 08.15 in The Waldorf-Astoria.

08.30 - 10.00

economic outlook

The Global Economic Outlook

Any path out of a global recession will require balancing broader international needs with strong domestic interests. Participants will discuss whether the leading global economies are in fact on the right track.

Discussion Leaders

- **Kenneth Dam**, US Deputy Secretary of the Treasury
- **Hans Eichel**, Federal Minister of Finance of Germany
- **Laurent Fabius**, Minister of Economy, Finance and Industry of France
- **Horst Köhler**, Managing Director, International Monetary Fund (IMF), Washington DC
- **Yashwant Sinha***, Minister of Finance of India
- **Heizo Takenaka***, Minister for Economic and Fiscal Policy of Japan

Briefing by

- **Paul Krugman**, Professor of Economics, Princeton University, USA

Chaired by

- **Yotaro Kobayashi**, Chairman, Keizai Doyukai, Japan; Co-Chair of the Annual Meeting 2002

10.30 - 12.15

japan

The Koizumi Effect: From Rhetoric to Action?

Participants will examine Japan's deflationary economic spiral and debate the structural, fiscal and monetary actions needed to jump-start

domestic growth. The agenda points for this interactive session are:

1. What are the barriers to deep structural reforms?
2. Which reforms are the most essential in troubled sectors?
3. What are the political and social barriers to a rejuvenation of the Japanese economy?

Discussion Leaders

- **Michael H. Armacost**, President, The Brookings Institution, USA
- **Masahiko Aoki**, President and Chief Research Officer, Research Institute of Economy Trade and Industry (RIETI), Japan
- **Yotaro Kobayashi**, Chairman, Keizai Doyukai, Japan; Co-Chair of the Annual Meeting 2002
- **Heizo Takenaka***, Minister for Economic and Fiscal Policy of Japan
- **Junichi Ujiie**, President and Chief Executive Officer, Nomura Securities, Japan

Challengers

- **Timothy C. Collins**, Chief Executive Officer, Ripplewood Holdings, USA
- **Motoshige Itoh**, Professor of Economics, University of Tokyo, Japan
- **Henry A. McKinnell**, Chairman and Chief Executive Officer, Pfizer, USA

Moderated by

- **Hiroataka Takeuchi**, Dean, Graduate School of International Corporate Strategy, Hitotsubashi University, Japan

10.30 - 12.15

telecom

Telecommunications Outlook: And the Winner Is?

The economic slowdown has damaged new entrants and crippled many incumbents in the telecom sector. Participants will examine the future prospects for the industry and its business impact on other sectors. The agenda points for the workshop are:

1. The competitive landscape after a global restructuring
2. Future impact of telecommunication technologies on society

Discussion Leaders

- **Barclay Knapp***, President and Chief Executive Officer, NTL, USA
- **Michael Powell**, Chairman, Federal Communications Commission, USA

- **Keiji Tachikawa**, President and Chief Executive Officer, NTT Do Co Mo, Japan
- **Edward J. Zander**, President and Chief Operating Officer, Sun Microsystems., USA

Moderated by

- **David Kirkpatrick**, Senior Editor, Internet & Technology, Fortune Magazine

10.30 - 12.15

consumer confidence

Connecting to Consumers in Uncertain Times

Participants will examine the economic impact of consumer confidence and then develop business strategies to connect with customers in uncertain times. The agenda points for this workshop are:

1. Understanding what drives consumer behaviour in an economic downturn
2. Impediments to reaching customers and how to overcome them

Workshop Discussion Leaders

- **Jeff Bezos***, Founder and Chief Executive Officer, Amazon.com, USA; Global Leader for Tomorrow 1998
- **Daniel A. Carp***, Chairman and Chief Executive Officer, Eastman Kodak Company, USA
- **Donald J. Carty**, Chairman, President and Chief Executive Officer, American Airlines, USA
- **John J. Dooner Jr**, Chairman and Chief Executive Officer, Interpublic Group of Companies, USA
- **A. G. Lafley**, President and Chief Executive, Procter & Gamble Co., USA
- **Fred H. Langhammer***, President and Chief Executive Officer, Estée Lauder Companies, USA
- **Ed Mayo**, Executive Director, New Economics Foundation, United Kingdom
- **Harvey L. Pitt**, Chairman, US Securities and Exchange Commission, USA
- **Albrecht Schmidt***, Chairman of the Board of Management, Bayerische Hypo- und Vereinsbank, Germany
- **Sir Martin Sorrell**, Group Chief Executive, WPP Group, United Kingdom
- **Hiroataka Takeuchi**, Dean, Graduate School of International Corporate Strategy, Hitotsubashi University, Japan
- **James S. Turley**, Global Chairman, Ernst & Young International, USA

- **Malcolm Williamson**, President and Chief Executive Officer, Visa International, USA

Facilitator

- **John A. Quelch**, Senior Associate Dean, Harvard Business School, USA

10.30 - 12.15

european economy

Managing the Euro Zone Economy: Mission Impossible?

Participants will examine the major challenges facing the euro zone economies and their capacity to respond to the current economic situation. The agenda points for this workshop are:

1. Are the European Central Bank's policy anchor and mandate in need of reform?
2. How much will the economic recovery be slowed by backtracking on labour market reforms and deregulation?

Workshop Discussion Leaders

- **Daniel Bouton**, Chairman and Chief Executive Officer, Société Générale, France
- **Hans Eichel**, Federal Minister of Finance of Germany
- **Laurent Fabius**, Minister of Economy, Finance and Industry of France
- **Emilio Gabaglio**, General Secretary, European Trade Union Confederation (ETUC), Brussels
- **Mary Harney***, Deputy Prime Minister and Minister for Enterprise and Employment of Ireland
- **Robert A. Mundell**, Professor of Economics, School of International and Public Affairs, Columbia University, USA
- **Rodrigo de Rato y Figaredo***, Deputy Prime Minister and Minister of Economy of Spain
- **Jean-Claude Trichet**, Governor of the Bank of France
- **Jürgen von Hagen**, Professor, Center for European Integration Studies, University of Bonn, Germany

Facilitator

- **Pierre Jacquet**, Executive Director and Chief Economist, Agence Française de Développement, France

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

10.30 - 12.15

labour practices

Business, Labour and Globalization: A Strategic Approach

The participants will focus on corporate initiatives that have successfully addressed key social and development concerns in industrialized and emerging markets. The agenda points for the workshop are:

1. Important global trends in labour relations and corporate citizenship
2. How to integrate best international standards such as the UN Global Compact, OECD guidelines and ILO protocols in corporate strategy.

Workshop Discussion Leaders

- **Peter Brey**, Secretary-General, Terre des Hommes Foundation, Switzerland
- **Peter Eigen**, Chairman of the Board, Transparency International, Germany
- **Olav Fjell***, President and Chief Executive Officer, Statoil Group, Norway
- **Sara Horowitz***, Founder and Executive Director, Working Today, USA; Global Leader for Tomorrow 2002
- **Robert Kinloch Massie**, Chair, Steering Committee, Global Reporting Initiative (GRI), USA
- **Bruce J. Klatsky**, Chairman and Chief Executive Officer, Phillips-Van Heusen Corporation, USA
- **Göran Lindahl***, Undersecretary-General and Special Adviser to the UN Secretary-General on the Global Compact
- **Simba H. S. Makoni***, Minister of Finance and Economic Development of Zimbabwe
- **Hugh M. Morgan**, Chief Executive Officer, WMC Limited, Australia
- **Dara O'Rourke**, Assistant Professor, Massachusetts Institute of Technology, USA
- **Muhammad Saidur Rahman**, Managing Director, Bantai Industries, Bangladesh; Social Entrepreneur
- **Govindasamy Rajasekaran**, Secretary-General, Malaysian Trade Union Congress, Malaysia
- **Juan Somavia***, Director-General, International Labour Organization (ILO), Geneva

Facilitator

- **Louis Uchitelle**, Economics Writer, The New York Times, USA

10.30 - 12.15

trade

After Doha: Now Comes the Tough Part

Participants will examine the key issues at the centre of differences over multilateral trade liberalization and advance strategies to forge a broader consensus on trade issues. The agenda points for this workshop are:

1. The results of the Doha meeting
2. Building consensus on market access, intellectual property, agricultural, environmental and labour issues

Workshop Discussion Leaders

- **G. Allen Andreas***, Chairman and Chief Executive, Archer Daniels Midland, USA
- **Mustafa Bello***, Minister of Commerce of Nigeria
- **Gerhard Cromme**, Chairman of the Supervisory Board, Thyssen Krupp, Germany
- **Alec Erwin**, Minister of Trade and Industry of South Africa
- **Niall FitzGerald**, Chairman, Unilever, United Kingdom; Co-Chair of the Annual Meeting 2002
- **Raymond V. Gilmartin**, Chairman, President and Chief Executive Officer, Merck and Co., USA
- **Han Seung-Soo***, Minister of Foreign Affairs and Trade of the Republic of Korea; President of the 56th Session of the United Nations General Assembly, New York
- **Fred Hassan**, Chairman and Chief Executive Officer, Pharmacia Corporation, USA
- **Patricia Hewitt***, Secretary of State for Trade and Industry of the United Kingdom
- **Dean R. Hirsch**, International President and Chief Executive Officer, World Vision, USA
- **Jim Kolbe***, Congressman from Arizona (Republican), USA
- **Hidehiro Konno**, Vice-Minister for International Affairs, Ministry of Economy, Trade and Industry of Japan
- **Mike Moore***, Director-General, World Trade Organization (WTO), Geneva
- **Leif Pagrotsky**, Minister for Trade of Sweden
- **Pierre Pettigrew**, Minister for International Trade of Canada
- **David Runnalls**, President, International Institute for Sustainable Development, Canada
- **Charles E. Schumer***, Senator from New York (Democrat), USA
- **Warren R. Staley**, Chairman and Chief Executive Officer, Cargill, USA
- **Barbara Stocking**, Executive Director, Oxfam GB, United Kingdom

- **Mark Vaile***, Minister of Trade of Australia

Facilitator

- **Stuart E. Eizenstat**, Partner, Covington & Burling, USA

Challenger

- **Dani Rodrik**, Professor, John F. Kennedy School of Government, Harvard University, USA

12.30 - 14.00

financial analysis

Prophet Warning

Individual investors and fund managers remain critical towards trust in financial analysts' recommendations. Will industry self-regulation be enough to overcome mistrust? What is the analyst's true role with respect to investors?

Discussion Leaders

- **Richard S. Fuld Jr**, Chairman and Chief Executive Officer, Lehman Brothers, USA
- **Harvey L. Pitt**, Chairman, US Securities and Exchange Commission, USA

Moderated by

- **Ron Insana**, Host, Street Signs, CNBC, USA

12.30 - 14.00

banking

One World, Three Banks?

The cross-border consolidation in the banking sector is continuing. Participants will debate the following agenda points:

1. What does it mean for shareholders and customers?
2. Is the battle between commercial banks and investment banks?
3. What is the true competition landscape?

12.30 - 14.00

convergence

Convergence Is All about Me

Despite all the hype about convergence and the promise of a digital renaissance, the human being is still forgotten in the technology equation. What do companies really need to understand the social and cultural factors that impact the way people interact with technology? What will be the most promising new strategies and business models driving convergence?

Discussion Leaders

- **Hubert Burda**, Publisher and Chief Executive Officer, Burda Media, Germany
- **Henry Jenkins**, Director, Program in Comparative Media Studies, Massachusetts Institute of Technology, USA
- **Richard T. K. Li**, Chairman and Chief Executive, Pacific Century CyberWorks, Hong Kong SAR
- **Michael Powell**, Chairman, Federal Communications Commission, USA
- **Bruce Sterling**, Science Fiction Author, USA
- **David Yang**, Chairman of the Board and Chief Executive Officer, Cybiko, USA; Technology Pioneer 2001

Moderated by

- **Anthony B. Perkins***, Chairman and Editor-in-Chief, Red Herring Communications, USA
- **Sir Howard Stringer**, Chairman and Chief Executive Officer, Sony Corporation of America, USA

12.30 - 14.00

drug traffic

Attacking the Drug Trade

The international illegal drug trade is the source of regional political instability and social unrest around the world. Participants will debate the key factors shaping this issue and share knowledge on strategies and solutions. The agenda will focus on:

1. Assessing the success or failure of the war on drugs
2. The role of consumer countries in reducing the incentive for production

Discussion Leaders

- **Ethan A. Nadelmann**, Executive Director, The Lindesmith Center - Drug Policy Foundation, USA; Global Leader for Tomorrow 1997
- **Andrés Pastrana**, President of Colombia
- **Robert Portman**, Congressman from Ohio (Republican), USA
- **Otto Schily**, Federal Minister of the Interior of Germany
- **Jack Straw**, Secretary of State for Foreign and Commonwealth Affairs of the United Kingdom

Moderated by

- **Otto C. Honegger**, Executive Producer, Swiss Television SF DRS, Switzerland

12.30 - 14.00

financial rationality

The Rationality of Decisions in Financial Markets

Research in the psychology of decision-making reveals that investors often make decisions that are not fully rational. This session summarizes some of the recent findings on decision-making and explores the effects of such behaviour on security prices.

Briefing by

- **Daniel Kahneman**, Professor, Department of Psychology, Princeton University, USA
- **Richard H. Thaler**, Professor of Behavioral Sciences and Economics, University of Chicago Graduate School of Business, USA

12.30 - 14.00

health security

Health as a Global Security Risk?

In zones of conflict the health of the local population is often at risk. But poor health is itself a source of vulnerability: economically and politically. As new coalitions emerge to address international security, participants will examine steps that can be taken to ensure that health becomes part of the strategy.

12.30 - 14.00

insurance

The Business of Risk: Repricing the Future

The events of 11 September forced the re-evaluation of risk by businesses around the world. Insurance companies and government regulators continue to struggle with coverage and pricing issues related to insurance protection. The agenda will focus on:

1. What will be the impact corporate strategy should insurers refuse to cover certain risks?
2. What can companies do today to protect their assets and operations in an uncertain environment?

Discussion Leaders

- **Paul Achleitner**, Member of the Board of Management, Allianz, Germany
- **David D. Hale***, Global Chief Economist, Zurich Financial Services, USA
- **Kerry K. Killinger***, Chairman, President and Chief Executive Officer, Washington Mutual, USA
- **Marilyn C. Nelson***, Chair and Chief Executive Officer, Carlson Companies, USA; Women Leaders' Initiative
- **Loyola de Palacio**, Vice-President and Commissioner for Transport and Energy, European Commission, Brussels
- **Robert Prieto**, Chairman, Parsons Brinckerhoff, USA
- **Jürgen E. Weber***, Chairman and Chief Executive Officer, Deutsche Lufthansa, Germany

Moderated by

- **Matthias Haller**, Professor, University of St Gallen, Switzerland

12.30 - 14.00

money laundering

Money Laundering: Getting Serious Now?

The financing of terrorist groups focused attention on international collaboration on fighting money laundering, but what are the political and economic impediments?

Discussion Leaders

- **Ibrahim Shukri Dabdoub***, Chief Executive Officer, National Bank of Kuwait SAK, Kuwait
- **Laurent Fabius**, Minister of Economy, Finance and Industry of France
- **Issam Fares**, Deputy Prime Minister of Lebanon
- **Donald J. Johnston**, Secretary-General, Organisation for Economic Co-operation and Development (OECD), Paris
- **Ronald K. Noble**, Secretary-General, Interpol, Lyon
- **Kaspar Villiger**, President of the Swiss Confederation
- **Antonio Manuel Vitorino**, Member of the European Commission, Brussels; Global Leader for Tomorrow 1997

12.30 - 14.00

peru

Peru Outlook

Peru has entered a new era of reform. Can the government implement the changes to launch an economic recovery without serious social and political fall-out?

Discussion Leaders

- **Jaime Cáceres**, President, AFP Integra, Peru
- **Alejandro Toledo**, President of Peru

14.15 - 16.00

adaptive organization

Building an Organization That Thrives in Turbulent Times

Participants will learn to design and build an adaptive organization capable of thriving in a rapidly changing business environment.

Discussion Leaders

- **James Copeland**, Global Chief Executive Officer, Deloitte Touche Tohmatsu, USA
- **Nobuyuki Idei**, Chairman and Chief Executive Officer, Sony Corporation, Japan
- **Daniel Vasella***, Chairman and Chief Executive Officer, Novartis, Switzerland

Moderated by

- **Gary Hamel**, Chairman, Strategos, USA, and Visiting Professor, London Business School, United Kingdom

14.15 - 16.00

china

China's Economic Emergence: Regional and Global Implications

Participants will explore different scenarios for China's future economic evolution and their impact at the regional and international levels. The agenda points for this interactive session are:

1. Which would be the strategies to ensure that countries from the region benefit from China's economic growth?
2. Which sectors will be most affected by China's economic growth?

Discussion Leaders

- **Victor L. L. Chu**, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; Global Leader for Tomorrow 1998
- **Fan Gang**, Director, National Economic Research Institute, China Reform Foundation, People's Republic of China
- **Antony Leung***, Financial Secretary of the Hong Kong SAR
- **Minoru Murofushi**, Chairman, Itochu Corporation, Japan
- **Supachai Panitchpakdi***, Director-General Designate, World Trade Organization (WTO), Geneva
- **Willy R. Strothotte**, Chairman and Chief Executive Officer, Glencore International, Switzerland

Moderated by

- **C. Fred Bergsten**, Director, Institute for International Economics, USA

14.15 - 16.00

creativity

Transformation: A Global Approach to Creativity

Come and experience creative evolution from a simple jest "scribble" to the creation of images and words in a semi-directive method.

- **Geoff Troll**, Sculptor and Art Therapist, France

14.15 - 16.00

safety/security

Rethinking Safety and Security in Business and Government

Participants will examine new challenges to ensuring the safety and security of personnel, processes, assets and infrastructure, and advance strategies to manage them. The agenda point for this workshop is:

1. Identifying the main threats to public safety in the current environment

Workshop Discussion Leaders

- **Ken Alibek**, President, Hadron Advanced Biosystems, USA
- **Peter Brabeck-Letmathe**, Chief Executive Officer, Nestlé, Switzerland
- **Paul L. Bremer III**, Chairman and Chief Executive Officer, Marsh Crisis Consulting, USA
- **Cristobal Conde**, President and Chief Operating Officer, Sungard Data Systems, USA
- **Richard M. Daley***, Mayor of Chicago, USA
- **Uwe R. Dörken**, Executive Chairman, DHL International, DHL Worldwide Network, Belgium; Global Leader for Tomorrow 1997
- **Rudolph W. Giuliani***, Mayor of New York (1993-2001) and Co-Chair of the Annual Meeting 2002
- **Robert Graham**, Senator from Florida (Democrat); Chairman on the Select Committee on Intelligence, USA
- **Ajit Gulabchand**, Chairman and Managing Director, Hindustan Construction Co., India
- **David D. Hale**, Global Chief Economist, Zurich Financial Services, USA
- **David Hermesh**, President and Chief Executive Officer, El Al Israel Airlines, Israel

- **David Horovitz***, Editor, The Jerusalem Report, Israel
- **Flemming R. Jacobs***, Group President and Chief Executive Officer, Neptune Orient Lines, Singapore
- **Sergei Karaganov**, Chairman of the Board, Council on Foreign and Defence Policy, Institute of Europe, Russian Federation
- **Thomas Knipp**, Associate Editor, The Wall Street Journal Europe, Belgium
- **Martin C. Libicki**, Senior Policy Analyst, The RAND Graduate School, USA
- **Mikael R. Lindholm**, Editor-in-Chief, Borsen News Magazine, Denmark
- **Linda Bardo Nicholls**, Chairman, Australia Post, Australia; Women Leaders' Initiative
- **Sam Nunn**, Co-Chairman and Chief Executive Officer, Nuclear Threat Initiative, USA
- **Lubna S. Olayan***, Chief Executive Officer, Olayan Financing Company, Saudi Arabia; Women Leaders' Initiative
- **Ray Ozzie**, Founder and Chief Executive Officer, Groove Networks, USA; Technology Pioneer 2001
- **Loyola de Palacio**, Vice-President and Commissioner for Transport and Energy, European Commission, Brussels
- **Andrés Pastrana**, President of Colombia
- **George Pataki***, Governor of New York, USA
- **Harvey L. Pitt**, Chairman, US Securities and Exchange Commission, USA
- **Sir Ian Prosser**, Chairman, Six Continents Plc, United Kingdom
- **Rodrigo de Rato y Figaredo***, Deputy Prime Minister and Minister of Economy of Spain
- **Charles E. Schumer***, Senator from New York (Democrat), USA
- **Luisa Todini**, President, Todini Group, Italy; Women Leaders' Initiative

Facilitator

- **Graham T. Allison**, Director, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, USA

Special Guest

- **Thomas J. Ridge**, Assistant to the President and Director of the US Office of Homeland Security, USA

14.15 - 16.00

european future

The Future of Europe: Hard Choices Ahead

Participants will examine the future course of Europe's political evolution and public support for EU institutions and enlargement. The agenda point for this workshop is:

1. The importance and relevance of institutional reforms in the face of enlargement

Workshop Discussion Leaders

- **Giampiero Alhadeff**, Secretary-General, Solidar, Belgium
- **Michel Barnier**, Member of the European Commission, Brussels
- **Ugur Bayar**, President, Privatization Administration, Turkey; Global Leader for Tomorrow 1999
- **Hubert Burda**, Publisher and Chief Executive Officer, Burda Media, Germany
- **Hasan Cemal***, Columnist, Milliyet Newspaper, Turkey
- **Gerhard Cromme**, Chairman of the Supervisory Board, Thyssen Krupp, Germany
- **Zoran Djindjic**, Prime Minister of the Republic of Serbia, Federal Republic of Yugoslavia
- **Janez Drnovsek**, Prime Minister of Slovenia
- **Pierre-Jean Everaert**, Chairman, Interbrew, Belgium
- **Bernd Fahrholz**, Chairman of the Board of Managing Directors, Dresdner Bank, Germany
- **Emilio Gabaglio**, General Secretary, European Trade Union Confederation (ETUC), Brussels
- **Klaus Gretschmann**, Director-General, Council of the European Union, Brussels
- **Stelios Haji-Ioannou**, Chairman, EasyGroup, United Kingdom; Global Leader for Tomorrow 1998
- **Josef Janning**, Head, Politics Division, Bertelsmann Foundation, Germany
- **Thomas Klestil**, President of Austria
- **Joël Kotek**, Professor and Adviser to the Board, Assemblée de la Commission Communautaire Française, Belgium
- **Aleksander Kwasniewski**, President of Poland
- **Mart Laar**, Prime Minister of Estonia
- **Loic Le Meur**, Founder and Chief Executive Officer, Tekora, France
- **Tom F. W. McKillop**, Group Chief Executive, AstraZeneca Group, United Kingdom

- **Pierre Moscovici***, Minister Delegate for European Affairs of France
- **Rainer Münz**, Chair of Demography, Humboldt-Universität, Germany
- **Adrian Nastase**, Prime Minister of Romania
- **Jacques Rupnik**, Director, Research, Centre d'Etudes et de Recherches Internationales (CERI), France
- **Matti Vuoria**, Chairman, Fortum Corporation, Finland
- **William Wallace**, Professor, London School of Economics and Political Science, United Kingdom
- **Jan Zielonka**, Professor of Political Science, European University Institute, Italy

Challenger

- **Frederick Kempe**, Associate Publisher and Editor, Wall Street Journal, Europe, Belgium

14.15 - 16.00

minority rights

Balancing National Sovereignty with Minority Rights: Will This Century Be Different?

Participants will examine how majority-minority tensions continue to foster open conflict and then advance strategies to improve the protection of minority rights in various regions.

Workshop Discussion Leaders

- **Gillian Caldwell**, Executive Director, Witness, USA; Social Entrepreneur
- **Alain Dieckhoff**, Research Director, CERI - Centre d'Etudes et de Recherches Internationales, France
- **Issam Fares**, Deputy Prime Minister of Lebanon
- **Shafeeq Ghabra**, Professor of Political Science, Kuwait University, Kuwait
- **José Miguel Insulza**, Minister of the Interior of Chile
- **Irene Khan***, Secretary-General, Amnesty International, United Kingdom
- **Sergei V. Kirienko***, Presidential Plenipotentiary, Volga Federal District, Russian Federation
- **Chandrika Bandaranaike Kumaratunga**, President of Sri Lanka
- **Aryeh Neier***, President, Open Society Institute, USA
- **William R. Pace**, Convenor, NGO Coalition for an International Criminal Court, USA

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

- **Kenneth Roth**, Executive Director, Human Rights Watch, USA; Global Leader for Tomorrow 1997
- **Desmond M. Tutu***, Archbishop Emeritus, South Africa

Facilitator

- **Michael Ignatieff**, Director, Carr Center of Human Rights Policy, John F. Kennedy School of Government, Harvard University, USA

14.15 - 16.00

new economy

Higher Productivity: Old Myth from the New Economy?

Participants will examine whether the higher productivity growth rates achieved in the 1990s are structural and sustainable or reflective of the business cycle. The agenda points for this workshop are:

1. What is the true impact of the IT and communications technology revolution on the long-term growth potential of economies?
2. What is the lasting productivity boost from IT investment in key industries?

Workshop Discussion Leaders

- **Jeff Bezos***, Founder and Chief Executive Officer, Amazon.com, USA; Global Leader for Tomorrow 1998
- **John T. Chambers**, President and Chief Executive Officer, Cisco Systems, USA
- **Martin Feldstein**, President and Chief Executive Officer, National Bureau of Economic Research, USA
- **Roger W. Ferguson**, Vice-Chairman of the Board of Governors, Federal Reserve System, USA
- **Michael D. Fleisher**, Chairman, President and Chief Executive Officer, Gartner, USA
- **Robert J. Gordon**, Professor and Chairman, Department of Economics, Northwestern University, USA
- **Rajat Gupta**, Managing Director, Worldwide, McKinsey & Company, USA
- **Mary Harney***, Deputy Prime Minister and Minister for Enterprise and Employment of Ireland
- **Motoshige Itoh**, Professor of Economics, University of Tokyo, Japan
- **Donald J. Johnston**, Secretary-General, Organisation for Economic Co-operation and Development (OECD), Paris

- **Edward J. Markey***, Congressman from Massachusetts (Democrat), USA
- **Michael Powell**, Chairman, Federal Communications Commission, USA
- **Laura D. Tyson**, Dean, London Business School, United Kingdom

Facilitator

- **Hal R. Varian**, Dean, School of Information Management and Systems, University of California, Berkeley, USA

14.15 - 16.00

us economy

The Path of the US Economy: What Kind of Recovery?

Participants will examine the unique elements of the current recession and debate their likely impact on the shape and timing of a US economic recovery. The agenda points for this workshop are:

1. What will be the shape and the timing of the US economic recovery?
2. What industries or actors are likely to drive the recovery?

Discussion Leaders

- **Eric A. Benhamou**, Chairman of the Board, 3Com Corporation, USA
- **Alan S. Blinder**, Professor of Economics, Princeton University, USA
- **Philip M. Condit**, Chairman and Chief Executive Officer, The Boeing Company, USA
- **John Doerr***, Partner, Kleiner Perkins Caufield & Byers, USA
- **Stephen S. Roach**, Chief Economist, Morgan Stanley, USA
- **Frederick W. Smith***, Chairman, President and Chief Executive Officer, Fedex Corporation, USA
- **Joseph E. Stiglitz**, Professor, Graduate School of Business, Columbia University, USA
- **John A. Thain***, President and Co-Chief Operating Officer, Goldman Sachs Group Inc., USA

Special Guest

- **Don Evans**, US Secretary of Commerce

16.15 - 17.45

global health

Global Health: Your Business and Mine

Participants will examine the broader impact of TB, malaria and HIV/AIDS on societies and economies around the world and specific ways in which business can engage more broadly in the fight against these diseases. The agenda points for the session are:

1. Why infectious disease is a business and economic issue, particularly in poor countries
2. Ways in which business can provide in-kind and financial assistance in partnership with health service providers and other donors, and also effective strategies for advocacy

Discussion Leaders

- **Alain J. P. Belda**, Chairman and Chief Executive Officer, Alcoa, USA
- **Gro Harlem Brundtland**, Director-General, World Health Organization (WHO), Geneva
- **Raymond V. Gilmartin**, Chairman, President and Chief Executive Officer, Merck and Co., USA
- **Gian Maria Gros-Pietro**, Chairman, Eni Spa, Italy
- **Rick Menell**, Deputy Chairman and Chief Executive Officer, Mining, Anglovaal Mining Limited, South Africa; Global Leader for Tomorrow 1998
- **Peter Piot**, Executive Director, Joint United Nations Programme on HIV/AIDS (UNAIDS), Geneva

Challengers

- **Jeffrey D. Sachs**, Director, Center for International Development, Harvard University, USA

Moderated by

- **Baroness Chalker of Wallasey**, Chairman, Africa Matters, United Kingdom

16.15 - 17.45

middle east

Middle East Outlook: New Directions?

Despite the renewed engagement of the US, peace and stability in the Middle East remain as elusive as ever. Participants will focus on recent regional developments and their long-term political implication.

Discussion Leaders

- **Shlomo Ben-Ami**, Professor, University of Tel Aviv, Israel
- **Avishay Braverman**, President, Ben-Gurion University of the Negev, Israel
- **Alain Dieckhoff**, Research Director, CERI - Centre d'Etudes et de Recherches Internationales, France
- **Shafeeq Ghabra**, Professor of Political Science, Kuwait University, Kuwait
- **Itamar Rabinovich**, President, Tel Aviv University, Israel
- **Abdel Monem Said Aly**, Director, Al-Ahram Center for Political and Strategic Studies (ACPSS), Egypt

16.15 - 17.45

anti-globalization

Responding to Anti-Globalization: The New Role of Business

Participants will examine the core issues driving anti-business movements and consumer boycotts and then advance strategies to address public anger directed at major brands and multinational corporations.

Workshop Discussion Leaders

- **Rahul Bajaj**, Chairman and Managing Director, Bajaj Auto, India
- **Percy Barnevik**, Chairman, Investor AB, Sweden
- **Richard W. Edelman**, President and Chief Executive Officer, Edelman PR Worldwide, USA
- **Peter Eigen**, Chairman of the Board, Transparency International, Germany
- **James Harding**, Media Editor, Financial Times, United Kingdom
- **David Henderson**, Visiting Professor, Westminster Business School, United Kingdom

- **Noreena Hertz***, Associate Director, Centre for International Business and Management, University of Cambridge, United Kingdom; Global Leader for Tomorrow 2002
- **Philip H. Knight***, Chairman and Chief Executive Officer, Nike, USA
- **Joel A. Kurtzman**, Member of the Board of Editors, MIT Sloan Management Review, USA
- **Maurice Lévy**, Chairman and Chief Executive Officer, Publicis Group, France
- **Lars R. Sorensen**, President and Chief Executive Officer, Novo Nordisk A/S, Denmark
- **Barbara Stocking**, Executive Director, Oxfam GB, United Kingdom
- **P. B. Watts**, Chairman, Royal Dutch/Shell Group of Companies, United Kingdom
- **Daniel Yergin**, Chairman, Cambridge Energy Research Associates, USA
- **Fernando Zobel de Ayala***, Chairman, Ayala Land, Philippines

Special Guest

- **Mike Moore***, Director-General, World Trade Organization (WTO), Geneva

Facilitator

- **John Elkington**, Chairman, SustainAbility, United Kingdom

16.15 - 17.45

competition

Competition: The Rules of the Global Game

Participants will explore possible institutional responses to contend with the growing complexity in international competition policy and antitrust enforcement. The agenda points for this workshop are:

1. Understanding and measuring the differences between the EU/US approach to competition policy
2. Defining the appropriate degree of international cooperation on competition policy in a global economy

Workshop Discussion Leaders

- **Kevin J. Arquit**, Deputy Chairman, Clifford Chance, USA
- **Stuart E. Eizenstat**, Partner, Covington & Burling, USA
- **Orit Gadiesh**, Chairman of the Board, Bain & Company, USA; Women Leaders' Initiative

- **Joseph E. Stiglitz**, Professor, Graduate School of Business, Columbia University, USA
- **Peter D. Sutherland**, Chairman and Managing Director, Goldman Sachs International, United Kingdom; Chairman, BP Amoco, United Kingdom
- **Jiro Tamura**, Professor of Law, Keio University, Japan

Special Guests

- **Charles James**, US Assistant Attorney General
- **Mario Monti**, Member of the European Commission, Brussels

Facilitator

- **Niall FitzGerald**, Chairman, Unilever, United Kingdom; Co-Chair of the Annual Meeting 2002

16.15 - 17.45

fundamentalism

Understanding Fundamentalism in Its Modern Context

Participants will examine the role of fundamentalism in the major religious faiths and its influence on politics and society today.

Workshop Discussion Leaders

- **Karen Armstrong**, Author, United Kingdom
- **François Burgat**, Director, Centre Français d'Archéologie et Sciences Sociales de Sanaa, Yemen
- **Manuel Castells**, Professor, Internet Interdisciplinary Institute, University of Catalonia, Spain
- **John L. Esposito**, Founding Director, Center for Muslim-Christian Understanding, Georgetown University, USA
- **Felipe Fernandez Arnesto**, Professor, Modern History Faculty, Oxford University, United Kingdom
- **Orrin G. Hatch**, Senator from Utah (Republican), USA
- **Ahmed Rashid**, Analyst for Pakistan, Afghanistan and Central Asia, Far Eastern Economic Review - Dow Jones, Pakistan
- **Karim Raslan**, Partner, Raslan Loong, Malaysia

Facilitator

- **Lou Marinoff**, Professor and Chair of Philosophy, The City College of New York, USA

16.15 - 17.45

voice

The Healing Voice

How can you use the power of your voice? Learn how to chant, sing and breathe in a way that puts you in touch with your inner self and with the vibrating universe.

- **Josine Zon**, Music therapist, France

16.15 - 17.30

colombia

Country Briefing: Colombia

Participants will have the opportunity to debate major issues pertaining to Colombia and engage in a frank discussion with President Pastrana in an informal setting.

- **Andrés Pastrana**, President of Colombia

16.15 - 17.30

indonesia

Country Briefing: Indonesia

- Participants will have the opportunity to debate major issues pertaining to Indonesia and engage in a frank discussion with government leaders.

16.15 - 17.30

iran

Country Briefing: Iran

Participants will have the opportunity to debate major issues pertaining to Iran and engage in a frank discussion with senior government officials in an informal setting.

- **S. Mohammad Hossein Adeli**, Deputy Minister of Foreign Affairs of the Islamic Republic of Iran
- **Kamal Kharrazi**, Minister of Foreign Affairs of the Islamic Republic of Iran

16.15 - 17.30

romania

Country Briefing - Romania

Participants will have the opportunity to debate major issues pertaining to Romania and engage in a frank discussion with Prime Minister Nastase in an informal setting.

- **Adrian Nastase**, Prime Minister of Romania

18.00 - 19.15

media

The Future of Media

What are the responsibilities of the media and entertainment industry to society? Simply to inform and entertain, or does it go beyond that? How have the priorities of the media and entertainment industry changed in recent months and are these changes only for the short term?

Discussion Leaders

- **Emilio Azcárraga Jean***, President, Chief Executive Officer and Chairman of the Board, Grupo Televisa, Mexico; Global Leader for Tomorrow 1999
- **Stephen Case**, Chairman, AOL Time Warner, USA
- **Nobuyuki Idei**, Chairman and Chief Executive Officer, Sony Corporation, Japan
- **Jeffrey Katzenberg**, Partner, Dreamworks, USA
- **Jean-Marie Messier**, Chairman and Chief Executive Officer, Vivendi Universal, France

20.30 - 23.30

stock exchange

New York Stock Exchange

Buffet Reception at the New York Stock Exchange

Black tie/dark suit or national dress

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

Sunday 3 February

10.00 - 12.00

sunday brunch

Brunch in The Waldorf-Astoria

hosted by New York City

12.00 - 13.45

paradigm/future

The Paradigm for the Future

Participants will explore the future course of major political, economic and social trends that are likely to shape the world in the coming decade.

Discussion Leaders

- **Zbigniew Brzezinski**, Trustee and Co-Chairman of the Advisory Board, Center for Strategic and International Studies, USA
- **Francis Fukuyama**, Professor for International Political Economy, Johns Hopkins School of Advanced International Studies, USA
- **Samuel P. Huntington**, Chairman, Harvard Academy for International and Area Studies, USA
- **Shimon Peres***, Deputy Prime Minister and Minister of Foreign Affairs of Israel
- **George Soros**, Chairman, Soros Fund Management, USA

Challenger

- **Hillary Rodham Clinton***, Senator from New York (Democrat), USA

Moderated by

- **Timothy Sebastian**, Host, HARDtalk, BBC, United Kingdom

12.00 - 13.45

strengthening democracy

Strengthening Democracy: Two Sides of the Same Coin?

Participants will discuss why public interest in politics and government continues to wane in industrialized countries and why economic concerns are eroding democratic institutions in the developing world. The agenda point for this workshop is:

1. The root causes of the current malaise in the major democracies
2. Major political challenges facing lesser developed countries
3. Strategies to restore confidence and engagement in democratic institutions around the world

Workshop Discussion Leaders

- **Hafsat Abiola**, Founder and Director, Kudirat Initiative for Democracy (KIND), USA; Global Leader for Tomorrow 2000
- **Hamad bin Thamer Al Thani**, Chairman of Al Jazeera; Chairman of the Radio and Television Authority of Qatar
- **H.H. Sheikh Salman bin Hamad Al-Khalifa**, Crown Prince and Commander-in-Chief of the Bahrain Defence Force
- **Giampiero Alhadeff**, Secretary-General, Solidar, Belgium
- **Rodrigo Baggio**, Executive Director, Committee for Democracy in Information Technology, Brazil; Global Leader for Tomorrow 2001
- **Manuel Castells**, Professor, Internet Interdisciplinary Institute, University of Catalonia, Spain
- **Pascal Couchepin**, Deputy President and Federal Councillor of the Economy of the Swiss Confederation
- **David Dreier**, Congressman from California (Republican); Chairman of the Rules Committee, USA
- **Shafeeq Ghabra**, Professor of Political Science, Kuwait University, Kuwait
- **John Howard***, Prime Minister of Australia
- **Joseph Kabila***, President of the Democratic Republic of Congo
- **Irene Khan***, Secretary-General, Amnesty International, United Kingdom
- **Chandrika Bandaranaike Kumaratunga**, President of Sri Lanka
- **Rama Naidu**, Executive Director, Democracy Development Programme, South Africa

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- **Kenneth Roth**, Executive Director, Human Rights Watch, USA; Global Leader for Tomorrow 1997
- **Frederick Schauer**, Academic Dean and Professor of the First Amendment, John F. Kennedy School of Government, Harvard University, USA
- **Peter Sloterdijk**, Professor of Philosophy, Staatliche Hochschule für Gestaltung, Germany
- **Alain Touraine**, Director of Studies, Ecoles des Hautes Etudes en Sciences Sociales (EHESS), France
- **Desmond M. Tutu***, Archbishop Emeritus, South Africa

Facilitator

- **Fareed Zakaria**, Editor and Columnist, Newsweek International, USA; Global Leader for Tomorrow 2001

12.00 - 13.45

capital inflows

Attracting Capital Inflows in a Risk Averse Environment

The difficulty to obtain liquidity remains a key concern for fragile emerging markets.

Participants will develop strategies to ensure capital access in a risk averse climate. The agenda points for the workshop are:

1. How can investor confidence be restored and "herd" behaviour avoided?
2. What progress in arrangements between creditors and debtor countries could be developed to help reduce the risk and severity of financial crises?

Workshop Discussion Leaders

- **Persio Arida***, Senior Partner, Opportunity Asset Management, Brazil
- **Henry Cho Dong-Hyuck**, Vice-Chairman, Hansol Group, Republic of Korea
- **Victor L. L. Chu**, Chairman and Chief Executive Officer, First Eastern Investment Group, Hong Kong SAR; Global Leader for Tomorrow 1998
- **Eduardo S. Elsztain***, Chairman and Founder, Dolphin Fund Management, Argentina; Global Leader for Tomorrow 2000
- **Jomo K. S.**, Professor, University of Malaya, Malaysia
- **Juan J. Llach**, Director, Department of Economics, IAE-Universidad Austral, Argentina

- **Trevor Manuel***, Minister of Finance of South Africa
- **Leo C. O'Neill**, President, Standard & Poor's, USA
- **Michael G. Oxley***, Congressman from Ohio (Republican); Chairman of the House Committee on Financial Services, USA
- **William R. Rhodes***, Vice-Chairman, Citigroup, USA
- **José Luis Romero Hicks***, President and Chief Executive Officer, Bancomext, Mexico
- **Thomas A. Russo**, Vice-Chairman, Lehman Brothers, USA
- **Yashwant Sinha***, Minister of Finance of India
- **Ruben K. Vardanian**, President, Troika Dialog Group, Russian Federation; Global Leader for Tomorrow 2001
- **Milen Emilov Veltchev**, Minister of Finance of Bulgaria

Special Guest

- **Mahathir bin Mohamad***, Prime Minister of Malaysia

Facilitator

- **Felipe Larraín Bascuñán**, Professor of Economics, University Católica, Chile

12.00 - 13.45

citizenship/new era

Defining Citizenship in an Era of Migration: Where Do We All Fit In?

Participants will examine how the concept of citizenship has evolved at the community, national and international levels and how culture, migration and demographic factors are changing this concept around the world.

Workshop Discussion Leaders

- **Richard Belluzzo***, President and Chief Operating Officer, Microsoft Corporation, USA
- **Homi K. Bhabha**, Professor, Humanities Department of English Literature, Harvard University, USA
- **Eva Biaudet***, Member of Parliament of Finland; Global Leader for Tomorrow 2001
- **Herman Dutch Leonard***, Professor of Public Management, John F. Kennedy School of Government, Harvard University, USA
- **M. Shafik Gabr**, Chairman and Chief Executive Officer, Artoc Group for Investment & Development, Egypt

- **Allan E. Goodman**, President and Chief Executive Officer, Institute of International Education, USA
- **David Held**, Graham Wallas Chair in Political Science, London School of Economics and Political Science, United Kingdom
- **Marilena Lazzarini**, Founder, IDEC, Brazil; Social Entrepreneur
- **Joe Madiath**, Executive Director, Gram Vikas, India; Social Entrepreneur
- **Susan F. Martin**, Director, Institute for the Study of International Migration, Georgetown University, USA
- **Amre Moussa***, Secretary-General of the League of Arab States
- **Rainer Münz**, Chair of Demography, Humboldt-Universität, Germany
- **Stanley O'Neal***, President and Chief Operating Officer, Merrill Lynch, USA
- **Maureen O'Neil**, President, International Development Research Centre (IDRC), Canada; Women Leaders' Initiative
- **Thoraya Ahmed Obaid**, Executive Director, United Nations Population Fund (UNFPA), New York
- **Marcel Ospel***, Chairman, UBS, Switzerland

Facilitator

- **Lord Puttnam**, Chairman, The National Endowment for Science, Technology and the Arts, United Kingdom

12.00 - 13.45

imf/world bank

Rethinking the IMF and the World Bank: More Reform or Complete Redesign?

A number of economies remain in a fragile state despite repeated IMF intervention and years of multilateral development bank (MDB) lending. Participants will debate the nature and extent of necessary reform of these institutions. The agenda points for the workshop are:

1. Should the World Bank and regional MDBs issue only grants rather than loans to the poorest countries?
2. Should they expand or scale back their efforts to stimulate private investment flows and how?
3. Should the IMF get out of the business of development lending?

Discussion Leaders

- **Kemal Dervis**, Minister of State for Economic Affairs of Turkey

- **John Evans**, General Secretary, Trade Union Advisory Committee to the OECD, Paris
- **Arminio Fraga**, Governor of the Central Bank of Brazil
- **Andrei Illarionov**, Adviser; President's Personal Representative to the G7/G8 Summit, Russian Federation
- **Harold James**, Professor, Department of History, Princeton University, USA
- **Miguel A. Kiguel***, Chairman, Banco Hipotecario, Argentina
- **Horst Köhler***, Managing Director, International Monetary Fund (IMF), Washington DC
- **Jean Lemierre**, President, European Bank for Reconstruction and Development (EBRD), London
- **Ed Mayo**, Executive Director, New Economics Foundation, United Kingdom
- **Moisés Naim**, Editor-in-Chief, Foreign Policy Magazine, USA
- **Jorge Quiroga**, President of Bolivia; Global Leader for Tomorrow 1998
- **Maria Ramos**, Director-General, National Treasury of South Africa; Global Leader for Tomorrow 1998
- **Jeffrey D. Sachs**, Director, Center for International Development, Harvard University, USA
- **Lawrence H. Summers***, President, Harvard University, USA
- **James D. Wolfensohn***, President, World Bank, Washington DC

Facilitator

- **Andrew R. Gowers**, Editor, Financial Times, United Kingdom

12.00 - 13.45

social investment

Creating a Global Social Investment Market

Participants will examine ways to create a global social investment market that would link private investment with social development projects around the world. The agenda points for the workshop are:

1. First steps towards creating a social capital exchange
2. Standards for performance evaluation and operational mechanisms

Workshop Discussion Leaders

- **Shobha Arole**, Co-founder, Comprehensive Rural Health Project, Jamkhed, India; Social Entrepreneur
- **Alistair D.K. Johnston***, International Managing Partner, Global Markets, KPMG, United Kingdom
- **Göran Lindahl***, Undersecretary-General and Special Adviser to the UN Secretary-General on the Global Compact
- **Henrique de Campos Meirelles**, President, BankBoston and FleetBoston Global Bank, USA
- **Patrick Odier**, Managing Partner, Lombard, Odier et Cie, Switzerland
- **Jesús Orbegozo**, Director-General, Fe y Alegria, Venezuela; Social Entrepreneur
- **Roy Prosterman**, President, RDI, USA; Social Entrepreneur
- **Richard Sandor**, Chairman and Chief Executive Officer, Environmental Financial Products, USA
- **Muhammad Yunus**, Managing Director, Grameen Bank, Bangladesh

Facilitator

- **Jed Emerson**, Senior Fellow, Hewlett Foundation, USA

12.00 - 13.45

stress

The Art of Stress Management

There is no denying that we live in stressful times. How can we immediately transform that energy into the productive fuel necessary to function at one's optimum? Can energy self-

manipulation and control encourage better productivity and less absenteeism?

- **Louise Mita**, Founder and Creator, Tao Energy, USA

14.00 - 14.30

mahathir

Special Message from

- **Mahathir bin Mohamad**, Prime Minister of Malaysia

Chaired by

- **Klaus Schwab**, Founder and President, World Economic Forum

14.30 - 15.15

political islam

The Role of Islam in the Modern State

How do governments and political parties in Islamic countries integrate religious concerns into public policy? What political, legal and economic institutions are best suited to promote stability and prosperity in the Islamic world?

With political leaders from Muslim nations

15.30 - 16.45

religion/values

Bridging Religious Divides: The Search for Common Values

Religious leaders from around the world address the challenge of creating a deeper dialogue among the major faiths on how to increase cooperation for the common good of global society.

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

17.00 - 18.15

statesman

The CEO as Statesman

Business acumen is no longer confined to bottom-line issues but involves analysing major global events and societal trends. How important is it for CEOs to understand geopolitics as well as finance and marketing? What is the CEO's role in this complex political environment?

Discussion Leaders

- **Rolf-Ernst Breuer**, Spokesman, Group Board, Deutsche Bank, Germany
- **Don Evans**, US Secretary of Commerce
- **William H. Gates III**, Chairman and Chief Software Architect, Microsoft Corporation, USA
- **David H. Komansky**, Chairman and Chief Executive Officer, Merrill Lynch & Co., USA
- **Taizo Nishimuro**, Chairman of the Board, Toshiba Corporation, Japan
- **Louis Schweitzer**, Chairman and Chief Executive Officer, Renault, France

Chaired by

- **James D. Wolfensohn***, President, World Bank, Washington DC

20.00 - 22.00

architecture

The Power of Architecture

Love it or hate it, architecture shapes our city's experience in a variety of ways. Why does a certain style of architecture leave some depressed but others inspired? Can such effects ever be reversed?

Discussion Leaders

- **Homi K. Bhabha**, Professor, Humanities Department of English Literature, Harvard University, USA
- **Rem Koolhaas**, Architect, Office for Metropolitan Architecture, Netherlands
- **Richard Meier**, Architect, Richard Meier & Partners, USA

- **Fernando Romero***, President, Laboratorio de la Ciudad de México, Mexico; Global Leader for Tomorrow 2002

Moderated by

- **Lance Knobel**, Adviser, Prime Minister's Forward Strategy Unit, United Kingdom

20.00 - 22.00

asia

Asia Networking Dinner

Participants will have the opportunity to meet key leaders from the region in the informal atmosphere of the Asia Networking Dinner.

20.00 - 22.00

balkans

Revisiting the Balkans

As the world moves forward with its global war on terrorism, the Balkans remain a lingering source of serious instability. Participants will explore strategies and solutions to the challenges facing the region.

Discussion Leaders

- **Zoran Djindjic**, Prime Minister of the Republic of Serbia, Federal Republic of Yugoslavia
- **Michael Ignatieff**, Director, Carr Center of Human Rights Policy, John F. Kennedy School of Government, Harvard University, USA
- **Jean Lemierre***, President, European Bank for Reconstruction and Development (EBRD), London
- **Ruud F. M. Lubbers**, UN High Commissioner for Refugees, Geneva
- **Aryeh Neier***, President, Open Society Institute, USA
- **Lejla Radoncic**, Executive Director, Bosnian Handicrafts, Bosnia and Herzegovina
- **Jacques Rupnik**, Director, Research, Centre d'Etudes et de Recherches Internationales (CERI), France
- **Boris Trajkovski***, President of Macedonia, FYR

20.00 - 22.00

cena iberoamericana

Cena Iberoamericana

Participants will have the opportunity to meet key political and cultural leaders from the Spanish-speaking world in an informal atmosphere.

Discussion Leaders

- **Sergio Amaral***, Minister of Development, Industry and Trade of Brazil
- **Luis Ernesto Derbez***, Secretary of the Economy of Mexico
- **Juan Carlos Echeverry Garzón**, Director, National Planning Department, Colombia
- **Guillermo Fernandez de Soto**, Minister of Foreign Affairs of Colombia
- **Arminio Fraga***, Governor of the Central Bank of Brazil
- **Diego García Sayan**, Minister of Foreign Affairs of Peru
- **Tomás González Estrada**, Deputy Director, National Planning Department, Colombia; Global Leader for Tomorrow 2001
- **José Miguel Insulza**, Minister of the Interior of Chile
- **Carlos E. Kempff Bruno**, Minister of Economic Development of Bolivia; Global Leader for Tomorrow 2001
- **Pedro Pablo Kuczynski**, Minister of Economy and Finance of Peru
- **José Luis Lupo Flores**, Minister of the Presidency of Bolivia
- **Guillermo Ortiz**, Governor of the Central Bank of Mexico
- **Loyola de Palacio**, Vice-President and Commissioner for Transport and Energy, European Commission, Brussels
- **Andrés Pastrana**, President of Colombia
- **Jordi Pujol i Soley***, President of the Autonomous Government of Catalonia, Spain
- **Jorge Quiroga**, President of Bolivia; Global Leader for Tomorrow 1998
- **Martha Lucía Ramírez**, Minister of Foreign Trade of Colombia
- **Juan Manuel Santos**, Minister of Finance and Public Credit of Colombia
- **Alejandro Toledo**, President of Peru

20.00 - 22.00

corporate art

Sharing a Foremost Art Collection

Behind the glass and steel structures in New York City, lies the beauty and life of cultural heritage. An inside look at the commitment of corporations to supporting culture. A world-class art collection will be viewed and reviewed with the assistance of top curators.

Hosted by UBS

20.00 - 22.00

cultural leaders

Meet the Cultural Leaders

Our traditional opportunity for participants to meet over dinner with the cultural leaders present in New York.

Discussion Leaders

- **Christopher E. Bangle**, Director, Design, BMW Bayerische Motoren Werke AG, Germany
- **Natvar Bhavsar**, Painter, USA
- **Zoe Gruhn**, Dramatherapist and Consultant, United Kingdom
- **Jenny Holzer***, Artist, USA
- **Richard Koshalek**, President, Art Center College of Design, USA
- **Thomas Krens**, Director, Solomon R. Guggenheim Museum, USA
- **Lord Puttnam**, Chairman, The National Endowment for Science, Technology and the Arts, United Kingdom
- **James Rizzi**, Artist, USA
- **Paul Robertson**, First Violinist and Leader, The Medici String Quartet, United Kingdom
- **Anant Singh***, Film Producer, Videovision Entertainment, South Africa
- **Bruce Sterling**, Science Fiction Author, USA
- **Geoff Troll**, Sculptor and Art Therapist, France
- **Josine Zon**, Musicotherapist, France

20.00 - 22.30

diabolical mind

The Diabolical Mind

What happens when genius mixes with evil? How does the diabolical mind function psychologically, socially, neurologically? What shapes it?

Discussion Leaders

- **Paul L. Bremer III**, Chairman and Chief Executive Officer, Marsh Crisis Consulting, USA
- **Felipe Fernandez Armesto**, Professor, Modern History Faculty, Oxford University, United Kingdom
- **Howard Gardner**, Professor of Education, Harvard Graduate School of Education, Harvard University, USA
- **Alison Gopnik**, Professor of Psychology, University of California, Berkeley, USA
- **Baroness Greenfield***, Director, The Royal Institution of Great Britain, United Kingdom
- **Daniel Kahneman***, Professor, Department of Psychology, Princeton University, USA
- **Lou Marinoff**, Professor and Chair of Philosophy, The City College of New York, USA

Moderated by

- **Michael J. Elliott**, Editor-at-large, Time Magazine, USA

20.00 - 22.00

east/west

When East Meets West

A great deal of literature and social commentary has been devoted to how much the East has adapted from the West through the process of globalization. But what are examples of the increasing integration of Eastern ideas and practices into Western lifestyles?

Discussion Leaders

- **John L. Esposito**, Founding Director, Center for Muslim-Christian Understanding, Georgetown University, USA
- **Hong Soon Lee**, Vice-Chairman and Chief Executive Officer, Trigem Computer, Republic of Korea

- **Koichiro Matsuura***, Director-General, UNESCO, Paris
- **Theodore Zeldin**, President, The Oxford Muse, United Kingdom

20.00 - 22.00

economic history

Why Were You Surprised by the Economic Recession?

A historical look to understand why markets and investors get caught by booms and busts.

Discussion Leaders

- **Bradford DeLong***, Professor of Economics, University of California, Berkeley, USA
- **Harold James**, Professor, Department of History, Princeton University, USA

20.00 - 22.00

gastronomy

Tell Me What You Eat...

What kind of insight does gastronomy give us about a particular culture or national identity? Are our tastes in food a reliable way to gauge similarities and differences between cultures?

Hosted by Daniel Boulud

Discussion Leaders

- **Daniel Boulud**, Chef and Owner, Daniel, USA
- **Theodore Zeldin**, President, The Oxford Muse, United Kingdom

20.00 - 22.00

bioterrorism

Bioterrorism: Too Small to Beat?

Questions on how to prevent, and respond to, future bioterrorist attacks are increasing. This evening will be an opportunity for a frank and informed discussion on possible new threats, vulnerabilities and solutions.

Hosted by Rockefeller University

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

20.00 - 22.00

japanese society

The Japan That Has Changed

International attention has focused on the absence of change in the Japanese economy, but the country's societal transformation continues unnoticed. What are the major changes in the way the Japanese are living, learning and working today?

Hosted by Pfizer

Discussion Leaders

- **Masahiko Aoki**, President and Chief Research Officer, Research Institute of Economy Trade and Industry (RIETI), Japan
- **Shigeru Ban**, Architect, Shigeru Ban Architects, Japan
- **Mark Fields**, Representative Director and President, Mazda Motor Corporation, Japan; Global Leader for Tomorrow 2001
- **Hirochika Inoue**, Professor, Department of Mechano-Informatics, School of Information Science and Technology, University of Tokyo, Japan
- **Shintaro Ishihara***, Governor of Tokyo, Japan
- **Makoto Katsuta***, Correspondent, Yomiuri Shimbun, USA
- **Kiyoshi Kurokawa**, Vice-President, Science Council of Japan, Japan
- **Simon K. C. Li**, Foreign Editor, Los Angeles Times, USA
- **Henry A. McKinnell**, Chairman and Chief Executive Officer, Pfizer, USA
- **Jiro Tamura**, Professor of Law, Keio University, Japan

20.00 - 22.00

northern ireland

The Northern Ireland Peace Process: Next Steps?

Is the implementation of the Good Friday Agreement fully back on track? What are the prospects for achieving IRA disarmament and delivering a stable government?

20.00 - 22.00

global philanthropy

How Can Philanthropy Be More Effective Globally?

The need to address global inequities and to ensure that more of the world's population have access to basic services is apparent. While governments and international institutions have a role to play, individuals can make a difference in reducing poverty and improving healthcare and education. Therefore, this dinner will draw on the experience of those working internationally to discuss how donors can have as much impact abroad as "at home".

Discussion Leaders

- **Peter D. Bell***, President, Care USA, USA
- **Othman Benjelloun***, Chairman and Chief Executive Officer, BMCE Group, Morocco
- **Seth Berkley**, President and Chief Executive Officer, International AIDS Vaccine Initiative, USA
- **Carlos A. Bulgheroni***, Chairman, Bidas Corporation, Argentina; Co-President, Mercosur/Europe Business Forum, Argentina
- **Vera Cordeiro**, Founder, Associação Saúde Renascer, Brazil; Social Entrepreneur
- **Robert Glaser**, Chairman and Chief Executive Officer, RealNetworks, USA; Global Leader for Tomorrow 1999
- **Gillian A. Gresak**, Director, Aidslink (ASO), South Africa
- **H. Peter Karoff**, President, The Philanthropic Initiative, USA
- **Robert Klitgaard**, Professor of International Development and Security and Dean, The RAND Graduate School, USA
- **Rick R. Little**, Founder and Chief Executive Officer, International Youth Foundation, USA
- **Joe Madiath**, Executive Director, Gram Vikas, India; Social Entrepreneur
- **Richard D. Parsons***, President, Time Warner Entertainment Company, USA
- **Patricia Q. Stonesifer***, Co-Chairman and President, Bill and Melinda Gates Foundation, USA; Global Leader for Tomorrow 1997
- **Jacek Strzemieczny**, Founder and Director, Center for Citizenship Education (Centrum Edukacji Obywatelskiej), Poland; Social Entrepreneur
- **Jacob Wallenberg***, Chairman, Skandinaviska Enskilda Banken, Sweden
- **Timothy E. Wirth**, President, United Nations Foundation, Washington DC

- **Gisele Yitamben**, President, association pour le soutien et l'appui à la femme, Cameroon; Social Entrepreneur

Moderated by

- **Gordon Conway**, President, Rockefeller Foundation, USA
- **Peggy Dulany**, Chair, The Synergos Institute, USA

20.00 - 22.00

sacred/today

What Is Sacred in Today's World?

What should we do when something that is held sacred by one group is not considered so by another? What are the values and beliefs for which there should be no compromise? Or do we live in a relativist world?

Discussion Leaders

- **Kamel Al-Sharif**, Secretary-General of the International Islamic Council for Da'wa and Relief, Jordan
- **Francis Cardinal Arinze**, President, Pontificium Consilium pro Dialogo inter Religiones, Italy
- **Karen Armstrong**, Author, United Kingdom
- **Sheikh Dr M. A. Zaki Badawi**, President, The Muslim College, United Kingdom
- **Dimitri Bartholomew I**, The Ecumenical Patriarch of Constantinople
- **His Grace George L. Carey**, Archbishop of Canterbury, United Kingdom
- **Mustafa Ceric**, The Grand Mufti of Bosnia
- **Paulo Coelho**, Author, Brazil
- **Norman Lamm**, President, Yeshiva University, USA
- **Israel Meir Lau**, Chief Rabbi of Israel
- **H.E. Archbishop Diarmuid Martin**, The Vatican Representative to the United Nations, Geneva
- **Theodore Cardinal McCarrick**, Archbishop of Washington DC, USA
- **Abdullah Omar Nasseef**, President, World Muslim Congress, Saudi Arabia
- **Njongonkulu Ndungane**, Archbishop of Cape Town, South Africa
- **Jesús Orbegozo**, Director-General, Fe y Alegria, Venezuela; Social Entrepreneur
- **John T. Pawlikowski**, Professor, Social Ethics, Catholic Theological Union, USA
- **Konrad Raiser**, General Secretary, World Council of Churches, Geneva

- **David Rosen**, International Director of Interreligious Affairs of the American Jewish Committee
- **Jonathan Sacks**, Chief Rabbi of the United Hebrew Congregations of Britain and the Commonwealth, United Kingdom
- **Arthur Schneier**, Founder and President, Appeal of Conscience Foundation, New York
- **Peter Sloterdijk**, Professor of Philosophy, Staatliche Hochschule für Gestaltung, Germany
- **Awraham Soetendorp**, President, European Region Progressive Judaism, Liberal Jewish Community, Netherlands
- **Sir Sigmund Sternberg**, Chairman, Sternberg Foundation, United Kingdom
- **Michael H. Taylor**, Director, World Faiths Development Dialogue, University of Birmingham, United Kingdom
- **Desmond M. Tutu**, Archbishop Emeritus, South Africa
- **Lord Weidenfeld**, Chairman, Weidenfeld & Nicolson, United Kingdom

Moderated by

- **Bawa Jain**, Secretary-General, The Millennium World Peace Summit, USA

20.00 - 22.00

turkey

Outlook for Turkey

Turkey has been in deep economic, financial and political crises for several months. Participants will debate and learn what can be the next steps in this key emerging market by focusing on the following agenda points:

1. What can be fixed by economic policy?
2. What falls under the responsibility of the political leadership?

Discussion Leaders

- **Imre Barmanbek***, Chief Executive Officer, Dogan Group of Companies, Turkey
- **Ugur Bayar**, President, Privatization Administration, Turkey; Global Leader for Tomorrow 1999
- **Ismail Cem***, Minister of Foreign Affairs of Turkey
- **Kemal Dervis**, Minister of State for Economic Affairs of Turkey

Moderated by

- **Victor Halberstadt**, Professor of Public Economics, Leiden University, Netherlands

22.30 - 23.30

creativity

Nightcap: The Creative Response

We are all musical, but why? Could it be that human evolution has created this extraordinary resource to allow us to use our vulnerability as an emotional language of transformation?

- **Paul Robertson**, First Violinist and Leader, The Medici String Quartet, United Kingdom
- **Peter Sloterdijk**, Professor of Philosophy, Staatliche Hochschule für Gestaltung, Germany

22.30 - 23.30

wizards

Nightcap: Robots or Wizards?

In an era where science fiction themes are fast approaching reality, will fantasy tales win over a new generation of readers looking to explore new worlds? Or will a third genre emerge?

- **Paulo Coelho**, Author, Brazil
- **Hirochika Inoue**, Professor, Department of Mechano-Informatics, School of Information Science and Technology, University of Tokyo, Japan
- **Jihad B. Khazen***, Director and Writer, Al Hayat Newspaper, United Kingdom
- **Bruce Sterling**, Science Fiction Author, USA
- **Sherry Turkle**, Professor of the Sociology of Science, Massachusetts Institute of Technology, USA

Monday 4 February

07.30 - 16.25

competitiveness

Competitiveness Workshop

Putting in place the right framework conditions that are conducive to entrepreneurship, investment and innovation is critical for returning to a sustained growth path. This workshop will be based on the findings of the *Global Competitiveness Report 2001-2002* and regional reports on Latin America and Central and Eastern Europe. Special sessions of the workshop will also focus on ICT readiness and environmental performance as key issues of a country's competitiveness.

Discussion Leaders

- **Marek Belka**, Deputy Prime Minister and Minister of Finance of Poland
- **Daniel C. Esty**, Director, Yale Center for Environmental Law and Policy, USA; Global Leader for Tomorrow 1999
- **Klaus Gretschmann**, Director-General, Council of the European Union, Brussels
- **Donald J. Johnston**, Secretary-General, Organisation for Economic Co-operation and Development (OECD), Paris
- **Michael J. Johnston**, Executive Vice-President, Capital Group Companies, USA
- **Paul Krugman**, Professor of Economics, Princeton University, USA
- **Adrian Nastase**, Prime Minister of Romania
- **Andrés Pastrana**, President of Colombia
- **Pierre Pettigrew**, Minister for International Trade of Canada
- **Harvey L. Pitt**, Chairman, US Securities and Exchange Commission, USA
- **Michael E. Porter**, Professor of Business Administration, Harvard Business School, USA
- **Jorge Quiroga**, President of Bolivia; Global Leader for Tomorrow 1998
- **Jeffrey D. Sachs**, Director, Center for International Development, Harvard University, USA
- **Joseph E. Stiglitz***, Professor, Graduate School of Business, Columbia University, USA

- **Brian Tobin**, Minister of Industry of Canada
- **Armando Varricchio**, President's Personal Representative to the G7/G8, European Commission, Brussels

08.30 - 09.45

corporate citizenship

Corporate Citizenship: A Luxury in Difficult Times?

Will valued concepts such as corporate citizenship and sustainable development retain their importance in an economic downturn? Or are they now an integral part of business strategy and corporate governance?

Discussion Leaders

- **John T. Chambers**, President and Chief Executive Officer, Cisco Systems, USA
- **Vernon J. Ellis**, International Chairman, Accenture, United Kingdom
- **Ewald Kist**, Chairman of the Executive Board, ING Group, Netherlands
- **P. B. Watts**, Chairman, Royal Dutch/Shell Group of Companies, United Kingdom

Chaired by

- **Roberto Civita**, Chairman and Chief Executive Officer, The Abril Group, Brazil

Challenger

- **Martin Wolf**, Chief Economics Commentator, Financial Times, United Kingdom

10.15 - 12.00

islam today

The Voice of Islam in Development

International attention remains fixed on the politics of the Islamic world, but what aspects of the faith can make it a force for social and economic development? Participants will examine the influence of Islam on the development of various countries.

Discussion Leaders

- **H.H. Sheikh Mohammed bin Rashid Al Maktoum***, Crown Prince of Dubai and Minister of Defence of the United Arab Emirates

* denotes registered for the Annual Meeting, but has not yet confirmed programme role

- **H.R.H. Prince Turki Al Faisal Al Saud**, Chairman, King Faisal Center for Research and Islamic Studies, Saudi Arabia
- **H.H. Sheikh Salman bin Hamad Al-Khalifa**, Crown Prince and Commander-in-Chief of the Bahrain Defence Force
- **Kamal Kharrazi**, Minister of Foreign Affairs of the Islamic Republic of Iran
- **Hamad Bin Jassim Bin Jabr Al-Thani**, Minister of Foreign Affairs of Qatar

Challenger

- **François Burgat**, Director, Centre Français d'Archéologie et Sciences Sociales de Sanaa, Yemen

Moderated by

- **Nemir A. Kirdar**, President and Chief Executive Officer, Investcorp, United Kingdom

10.15 - 12.00

latin american economies

Latin America Economic Outlook: After Argentina?

Participants will explore the roots of the problems and the solutions to restore confidence and growth in the major Latin American economies. The agenda points for this interactive session are:

1. What are the key structural problems facing Latin America's major economies?
2. What are the most viable policy options for restoring investor and consumer confidence?

Discussion Leaders

- **Felipe Larraín Bascuñán**, Professor of Economics, University Católica, Chile
- **Alejandro Toledo**, President of Peru

Moderated by

- **L. Enrique García**, President and Chief Executive Officer, Corporación Andina de Fomento (CAF), Venezuela

Challenger

- **Robert A. Mundell**, Professor of Economics, School of International and Public Affairs, Columbia University, USA

10.15 - 12.00

aids

Delivering an AIDS Vaccine

Participants will explore a scenario based on the discovery of an HIV vaccine and examine the likely obstacles to its rapid distribution within poor countries as well as the actions that business, government and NGOs could take to pre-emptively overcome them.

1. Regulatory, tax and tariff issues
2. Local production capacity constraints
3. Intellectual property rights treatment
4. Infrastructure and education

Workshop Discussion Leaders

- **Seth Berkley**, President and Chief Executive Officer, International AIDS Vaccine Initiative, USA
- **Joaquim Alberto Chissano***, President of Mozambique
- **Geoff Foster**, Founder and Consultant in International Child Welfare and Health, FACT, Zimbabwe; Social Entrepreneur
- **Gillian A. Gresak**, Director, Aidslink (ASO), South Africa
- **Chris Hentschel**, Chief Executive Officer, Medicines for Malaria Venture, Switzerland
- **Jenny Lanjouw**, Associate Professor of Economics, Yale University, USA
- **Jacques-François Martin**, President and Chief Executive Officer, Global Fund For Children's Vaccines, France
- **Kiran Mazumdar-Shaw**, Chairman and Managing Director, Biocon India, India; Technology Pioneer 2001
- **Peter Piot**, Executive Director, Joint United Nations Programme on HIV/AIDS (UNAIDS), Geneva
- **Barbara Stocking***, Executive Director, Oxfam GB, United Kingdom
- **Patricia Q. Stonesifer***, Co-Chairman and President, Bill and Melinda Gates Foundation, USA; Global Leader for Tomorrow 1997
- **Simon J. Sturge**, Chief Executive Officer, RiboTargets, United Kingdom; Technology Pioneer 2002

Facilitator

- **Baroness Chalker of Wallasey**, Chairman, Africa Matters, United Kingdom

10.15 - 12.00

government/business

Redefining the Relationship between Government and Business: New Partnerships in the Making?

Participants will debate the factors driving increased government involvement in business affairs. The agenda points for this workshop are:

1. The impact of external shocks on the government-business relationship
2. The role of global business in an era of intense geopolitics
3. Are recent government interventions in the marketplace a short- or long-term trend?

Workshop Discussion Leaders

- **Bradford Delong***, Professor of Economics, University of California, Berkeley, USA
- **Samuel A. DiPiazza Jr**, Global Chief Executive Officer, PricewaterhouseCoopers, USA
- **Maurice Flanagan**, Group Managing Director, Emirates Group, United Arab Emirates
- **Kenneth V. Georgetti**, President, Canadian Labour Congress, Canada
- **Rajat Gupta**, Managing Director, Worldwide, McKinsey & Company, USA
- **Stelios Haji-Ioannou**, Chairman, EasyGroup, United Kingdom; Global Leader for Tomorrow 1998
- **Antony Leung***, Financial Secretary of the Hong Kong SAR
- **Mahathir bin Mohamad***, Prime Minister of Malaysia
- **Mario Monti**, Member of the European Commission, Brussels
- **Loyola de Palacio**, Vice-President and Commissioner for Transport and Energy, European Commission, Brussels
- **Stefan Pichler**, Chairman and Chief Executive Officer, Thomas Cook AG, Germany
- **Eric Schmidt**, Chief Executive Officer, Google, USA; Global Leader for Tomorrow 1997

Facilitator

- **Jeffrey E. Garten**, Dean, Yale School of Management, Yale University, USA

10.15 - 12.00

international policy coherence

Integrating Economic, Social and Environmental Priorities: The Case for International Policy Coherence

The treatment of labour and environment issues in international trade, finance and development policy is one of the most contentious aspects of the globalization debate. Participants will focus on developing a coordinated policy approach in key institutions such as the WTO, IMF, multilateral development banks, ILO, and UNEP. The agenda points for the workshop are:

1. Recommended steps to strengthen the ILO Decent Work agenda and international environmental institutions and arrangements
2. Improving international policy coherence at the national level

Workshop Discussion Leaders

- **Stanley Fischer***, Senior Adviser, International Monetary Fund (IMF), Washington DC
- **Pierre Jacquet**, Executive Director and Chief Economist, Agence Française de Développement, France
- **Yolanda Kakabadse Navarro**, President, IUCN, Switzerland
- **Horst Köhler***, Managing Director, International Monetary Fund (IMF), Washington DC
- **Celso Lafer***, Minister of Foreign Relations of Brazil
- **Jonathan Lash**, President, World Resources Institute, USA
- **Trevor Manuel***, Minister of Finance of South Africa
- **Ed Mayo**, Executive Director, New Economics Foundation, United Kingdom
- **Thomas F. McLarty III**, Vice-Chairman, Kissinger McLarty Associates, USA
- **Supachai Panitchpakdi***, Director-General Designate, World Trade Organization (WTO), Geneva
- **Govindasamy Rajasekaran**, Secretary-General, Malaysian Trade Union Congress, Malaysia
- **Robert B. Reich**, Professor of Economic and Social Policy, Brandeis University, USA
- **David Runnalls**, President, International Institute for Sustainable Development, Canada
- **Richard Sandor**, Chairman and Chief Executive Officer, Environmental Financial Products, USA

- **Juan Somavia***, Director-General, International Labour Organization (ILO), Geneva
- **Simon S. C. Tay***, Associate Professor, National University of Singapore, Singapore; Global Leader for Tomorrow 2000
- **Klaus Töpfer***, Executive Director, United Nations Environmental Programme, Nairobi
- **James D. Wolfensohn***, President, World Bank, Washington DC

Facilitator

- **Daniel C. Esty**, Director, Yale Center for Environmental Law and Policy, USA; Global Leader for Tomorrow 1999

10.15 - 12.00

leadership

CEO Brainstorming: Leadership in Fragile Times

Participants will examine how the CEO's leadership role and responsibilities are changing in an uncertain political, social and economic environment.

Introduced by

- **Douglas M. McCracken**, Chief Executive Officer, Deloitte Consulting, Deloitte Touche Tohmatsu, USA

Discussion Leaders

- **John Alexander**, President, Center for Creative Leadership, USA
- **William Baldwin***, Editor, Forbes, USA
- **Michael D. Capellas**, Chairman and Chief Executive Officer, Compaq Computer Corporation, USA
- **Stephen Case***, Chairman, AOL Time Warner, USA
- **John S. Clarkeson**, Chairman, Boston Consulting Group, USA
- **James Copeland**, Global Chief Executive Officer, Deloitte Touche Tohmatsu, USA
- **Soumitra Dutta**, Professor and Dean of Technology and E-Learning, INSEAD, France
- **Kathleen M. Eisenhardt**, Professor of Management, Science and Engineering, Stanford University, USA
- **Michael J. Elliott**, Editor-at-large, Time Magazine, USA
- **Niall FitzGerald**, Chairman, Unilever, United Kingdom; Co-Chair of the Annual Meeting 2002

- **Orit Gadiesh**, Chairman of the Board, Bain & Company, USA; Women Leaders' Initiative
- **Carlos Ghosn**, President, Nissan Motor Company, Japan
- **Raymond V. Gilmartin**, Chairman, President and Chief Executive Officer, Merck and Co., USA; Co-Chair of the Annual Meeting 2002
- **Victor Halberstadt**, Professor of Public Economics, Leiden University, Netherlands
- **Cees H. van der Hoeven***, President and Chief Executive Officer, Royal Ahold, Netherlands
- **Richard Hornik**, Executive Editor, Asiaweek Magazine, Hong Kong SAR
- **Yoshinori Imai**, Director-General, International Planning and Broadcasting Department, NHK Japan Broadcasting Corp., Japan
- **Yotaro Kobayashi**, Chairman, Keizai Doyukai, Japan; Co-Chair of the Annual Meeting 2002
- **David H. Komansky**, Chairman and Chief Executive Officer, Merrill Lynch & Co., USA
- **Urban C. Lehner**, Vice-President, Business Development, Wall Street Journal, USA
- **Constantinos Markides**, Professor of Strategic and International Management, London Business School, United Kingdom
- **Javier Martinez Staines**, Editorial Director, Expansión, Mexico; Global Leader for Tomorrow 2001
- **Geoffrey Moore**, Managing Director, The Chasm Group, USA
- **James O'Toole**, Research Professor, Center for Effective Organizations, Marshall School of Business, University of Southern California, USA
- **John Peet**, Editor, Business Affairs, The Economist, United Kingdom
- **Hasso Plattner**, Co-Chairman and Chief Executive Officer, SAP, Germany
- **Azim H. Premji**, Chairman, Wipro Limited, India
- **John A. Quelch**, Senior Associate Dean, Harvard Business School, USA
- **Richard Schmalensee**, Dean and Professor of Economics and Management, Sloan School of Management, Massachusetts Institute of Technology, USA
- **Patricia Sellers**, Senior Writer, Fortune Magazine, USA
- **John Stopford***, Professor of International Business, London Business School, United Kingdom
- **Peter Sullivan**, Group Editor-in-Chief, Independent Newspapers, South Africa
- **Arthur Sulzberger Jr**, Chairman and Publisher, The New York Times, USA
- **Laura D. Tyson***, Dean, London Business School, United Kingdom

- **Jürgen E. Weber***, Chairman and Chief Executive Officer, Deutsche Lufthansa, Germany

Facilitator

- **Richard T. Pascale**, President, Pascale and Brown, USA

10.15 - 12.00

politics agriculture

Trade and Agriculture: Creating a Win-Win Outcome

Equitable reform of the global agricultural trade system should make a substantial contribution to the economic growth of developing countries. To achieve this, concerted efforts will be needed from governments and the private sector to build viable and sustainable agricultural systems in developing countries and to reduce barriers to agricultural trade. Participants will examine the strategies needed to move forward on these issues. The agenda points for this workshop are:

1. Policy adjustments for industrialized countries to promote market access and equitable competition
2. A road map for developing countries to build capacity and improve productivity

Workshop Discussion Leaders

- **Jagdish Bhagwati**, Professor of Economics and Political Science, Columbia University, USA
- **Antony Burgmans**, Chairman, Unilever, Netherlands
- **Gordon Conway**, President, Rockefeller Foundation, USA
- **Antony Czura**, President of the Group Executive Board and Chief Executive Officer, SGS Société Générale de Surveillance Holding, Switzerland
- **Luis Ernesto Derbez***, Secretary of the Economy of Mexico
- **Jacques Diouf**, Director-General, FAO-Food and Agriculture Organization, Rome
- **Alec Erwin**, Minister of Trade and Industry of South Africa
- **Luiz Fernando Furlan**, Chairman of the Board, Sadia, Brazil
- **Michael W. Garrett**, Executive Vice-President, Asia and Africa, Nestlé, Switzerland
- **Paola Ghillani**, Chief Executive Officer of Max Havelaar Foundation, Switzerland; Global Leader for Tomorrow 2000

- **Ian A. Goldin**, Director, Development Policy, World Bank, Washington DC; Global Leader for Tomorrow 1998
- **Aleksander Kwasniewski**, President of Poland
- **Simon Maxwell**, Director, Overseas Development Institute, United Kingdom
- **Pierre Pettigrew**, Minister for International Trade of Canada
- **Per Pinstrup-Andersen**, Director-General, International Food Policy Research Institute, USA
- **Dhruv M. Sawhney**, Chairman and Managing Director, Triveni Engineering & Industries, India
- **Fackson U. Shamenda**, President, Zambia Congress of Trade Unions, Zambia; President, International Confederation of Free Trade Unions (ICFTU), Brussels
- **Salil Shetty**, Chief Executive, ActionAid, United Kingdom
- **Mark Vaile***, Minister of Trade of Australia
- **Hendrik A. Verfaillie***, President and Chief Executive Officer, Monsanto Company, USA

10.15 - 12.00

talent

Nurturing Talent in a Downturn: The Role of the CEO

Participants will learn how to identify, mobilize and retain their best employees in an uncertain business environment. Identifying key issues and best practices, the agenda will focus on:

1. Do the old rules apply in the new "war for talent" in a recession?
2. Are there sound alternatives to layoffs?
3. Are we seeing the death of corporate loyalty as the result of the "free agent" market?

Workshop Discussion Leaders

- **John S. Clarkeson**, Chairman, Boston Consulting Group, USA
- **Olav Fjell***, President and Chief Executive Officer, Statoil Group, Norway
- **Stephan A. James**, Chief Operating Officer, Accenture, USA
- **Stephen P. Kaufman**, Chairman, Arrow Electronics, USA
- **Harry Kraemer Jr.**, Chairman and Chief Executive Officer, Baxter International, USA; Global Leader for Tomorrow 1997
- **Claude Martin**, Director-General, WWF International, Switzerland

- **James C. Morgan**, Chairman and Chief Executive Officer, Applied Materials, USA
- **Michael C. Ruettgers***, Executive Chairman, EMC Corporation, USA
- **Henri A. Termeer***, Chairman, President and Chief Executive Officer, Genzyme Corporation, USA
- **Fritz Verzetnitsch**, President, Österreichischer Gewerkschaftsbund, Austria

Facilitators

- **Christopher A. Bartlett**, Thomas D. Casserly Jr Professor of Business Administration, Harvard Business School, USA
- **Georg Von Krogh**, Director, Institute of Management, University of St Gallen, Switzerland

12.30 - 14.00

special lunch

Special Address at Lunch

14.15 - 16.00

diversity

Recasting Diversity: From Tolerance to Celebration

Participants will discuss the impetus for fostering diversity at the community, government and business levels and then advance strategies to promote diversity as a positive force in a globalized world.

Discussion Leaders

- **Abdullah Alireza**, Executive Director, Xenel / Saudi Services and Operation, Saudi Arabia
- **Bertrand Collomb**, Chairman and Chief Executive Officer, Lafarge, France
- **Mahathir bin Mohamad***, Prime Minister of Malaysia
- **Jean-Marie Messier***, Chairman and Chief Executive Officer, Vivendi Universal, France
- **Aryeh Neier***, President, Open Society Institute, USA
- **Thoraya Ahmed Obaid**, Executive Director, United Nations Population Fund (UNFPA), New York
- **George Pataki***, Governor of New York, USA
- **Charles Taylor**, Professor of Philosophy, McGill University, Canada

Moderated by

- **Susan F. Martin**, Director, Institute for the Study of International Migration, Georgetown University, USA

14.15 - 16.00

failed states

Rebuilding Failed States: What Are Our Options?

Participants will examine the growing challenge of failing and failed states and then advance international strategies to restore domestic order and economic stability in those countries.

Discussion Leaders

- **Lawrence Freedman**, Head, School of Social Science and Public Policy, King's College, University of London, United Kingdom
- **Ian A. Goldin**, Director, Development Policy, World Bank, Washington DC; Global Leader for Tomorrow 1998
- **Jean-Marie Guéhenno**, Undersecretary-General for Peacekeeping Operations, United Nations, New York
- **Richard Haass**, Director, Policy Planning, US Department of State
- **Ruud F. M. Lubbers**, UN High Commissioner for Refugees, Geneva

Moderated by

- **Nik Gowing**, Main Presenter, BBC World TV, United Kingdom

14.15 - 16.00

business challenges

Business Challenges Ahead

Participants will examine major challenges facing key global industries and their collective impact on overall economic growth.

Discussion Leaders

- **Peter Brabeck-Letmathe**, Chief Executive Officer, Nestlé, Switzerland
- **Kenneth I. Chenault***, Chairman and Chief Executive Officer, American Express Company, USA
- **Philip M. Condit**, Chairman and Chief Executive Officer, The Boeing Company, USA

- **Michael S. Dell**, Chairman of the Board and Chief Executive Officer, Dell Computer Corporation, USA
- **Henry M. Paulson Jr**”, Chairman and Chief Executive Officer, Goldman Sachs & Co., USA

Chaired by

- **Andrew R. Gowers**, Editor, Financial Times, United Kingdom

14.15 - 16.00

education/culture

Education: Creating a Curriculum for Cultural Understanding

Participants will discuss the cultural dimensions of development and the imperative of promoting better appreciation between cultures in an educational context. They will then advance strategies of how educational systems can be more active in encouraging respect for the diversity of cultures.

Workshop Discussion Leaders

- **Hafsat Abiola**, Founder and Director, Kudirat Initiative for Democracy (KIND), USA; Global Leader for Tomorrow 2000
- **David Baltimore**, President and Professor of Biology, California Institute of Technology, USA
- **Gary S. Becker**, Professor, Department of Economics and Sociology, University of Chicago, USA
- **Avishay Braverman**, President, Ben-Gurion University of the Negev, Israel
- **Samuel Carlson**, Executive Director, World Links, USA
- **Georges Charpak***, Professor and Physicist, European Organization for Nuclear Research (CERN), Geneva
- **Roberto Civita**, Chairman and Chief Executive Officer, The Abril Group, Brazil
- **Ellen Futter**, President, American Museum of Natural History, USA
- **Howard Gardner**, Professor of Education, Harvard Graduate School of Education, Harvard University, USA
- **Allan E. Goodman**, President and Chief Executive Officer, Institute of International Education, USA
- **Alison Gopnik**, Professor of Psychology, University of California, Berkeley, USA
- **Robert N. Gottlieb**sen, National Business Commentator, The Australian Newspaper, Australia

- **Baroness Greenfield***, Director, The Royal Institution of Great Britain, United Kingdom
- **Pekka Himanen**, Philosopher, Finland
- **Alan Khazei**, Co-Founder, City Year, USA; Social Entrepreneur
- **Walter Massey**, President, Morehouse College, USA
- **Koichiro Matsuura**, Director-General, UNESCO, Paris
- **Lubna S. Olayan***, Chief Executive Officer, Olayan Financing Company, Saudi Arabia; Women Leaders' Initiative
- **Judith Rodin**, President, University of Pennsylvania, USA
- **William H. Roedy***, President, MTV Networks, United Kingdom
- **Courtney Ross Holst**, Founder and Chairman, The Ross Institute, USA
- **Paul Schnabel**, General Director, Social and Cultural Planning Office of the Netherlands, Netherlands
- **Ruth J. Simmons**, President, Brown University, USA
- **Lawrence H. Summers***, President, Harvard University, USA
- **Alejandro Toledo**, President of Peru
- **Fred van Leeuwen**, General Secretary, Education International, Belgium
- **Elie Wiesel**, Professor of the Humanities, Boston University, USA

Facilitators

- **Matt Taylor**, Chief Executive Officer, MG Taylor Corporation, USA
- **Gail Taylor**, Co-Founder, Tomorrow Makers, USA

14.15 - 16.00

global poverty

Intellectual Property Rights (IPR) and the Fight against Global Poverty

Participants will examine the possible benefits of enhanced IPR and the effects of IPR on domestic economic activity. The agenda points for the workshop are:

1. Role of IPR in promoting economic growth and R&D and in attracting investments in developing countries
2. Adequacy of the IPR system for public health, food security and other development issues

Workshop Discussion Leaders

- **Sergio Amaral***, Minister of Development, Industry and Trade of Brazil
- **Joaquim Alberto Chissano***, President of Mozambique
- **Carlos M. Correa**, Director, Masters Programme on Science, Technology Policy and Management, Center of Advanced Studies, University of Buenos Aires, Argentina
- **Robert Glaser**, Chairman and Chief Executive Officer, RealNetworks, USA; Global Leader for Tomorrow 1999
- **Dean R. Hirsch**, International President and Chief Executive Officer, World Vision, USA
- **Charles James***, US Assistant Attorney General
- **Robert Kinloch Massie**, Chair, Steering Committee, Global Reporting Initiative (GRI), USA
- **Jenny Lanjouw**, Associate Professor of Economics, Yale University, USA
- **Sander M. Levin***, Congressman from Michigan (Democrat); Subcommittee on Trade; Committee on Ways and Means, USA
- **Kiran Mazumdar-Shaw**, Chairman and Managing Director, Biocon India, India; Technology Pioneer 2001
- **Thabo Mbeki***, President of South Africa
- **Rajendra S. Pawar***, Chairman, NIIT, India
- **Philippe Petit**, Deputy Director-General, World Intellectual Property Organization (WIPO), Geneva
- **Pierre Pettigrew**, Minister for International Trade of Canada
- **Kallam Anji Reddy***, Chairman, Dr Reddy's Group, India; Technology Pioneer 2001
- **Raj Reddy**, Professor of Computer Science, Carnegie Mellon University, USA

- **David Runnalls**, President, International Institute for Sustainable Development, Canada
- **Dhruv M. Sawhney**, Chairman and Managing Director, Triveni Engineering & Industries, India
- **Barbara Stocking**, Executive Director, Oxfam GB, United Kingdom
- **Hendrik A. Verfaillie***, President and Chief Executive Officer, Monsanto Company, USA

Moderated by

- **Martin Wolf**, Chief Economics Commentator, Financial Times, United Kingdom

14.15 - 16.00

business innovation

Restoring Economic Growth through Strategic Business Innovation

Participants will examine the role of innovation in restoring growth and then develop strategies to create an environment that fosters greater innovation.

Workshop Discussion Leaders

- **Christopher E. Bangle**, Director, Design, BMW Bayerische Motoren Werke AG, Germany
- **Joseph F. Berardino**, Managing Partner and Chief Executive Officer, Andersen, USA
- **Jim Breyer***, Managing Partner, Accel Partners, USA
- **Chen Wen-Chi***, President and Chief Executive Officer, Via Technology, Taiwan
- **Mary Harney***, Deputy Prime Minister and Minister for Enterprise and Employment of Ireland
- **Hermann M. Hauser**, Director, Amadeus Capital Partners Limited, United Kingdom
- **Graham Howe**, Deputy Chief Executive Officer and Chief Financial Officer, Orange, United Kingdom
- **James Kilts**, Chairman and Chief Executive Officer, Gillette Company, USA
- **Tom F. W. McKillop**, Group Chief Executive, AstraZeneca Group, United Kingdom
- **Craig Mundie***, Senior Vice-President and Chief Technical Officer, Advanced Strategies and Policy, Microsoft Corporation, USA
- **N. R. Narayana Murthy**, Chairman and Chief Executive Officer, Infosys Technologies, India

- **Brian Tobin**, Minister of Industry of Canada
- **Yossi Vardi**, Founding Investor ICQ, International Technologies, Israel

Special Guest

- **Michael E. Porter**, Professor of Business Administration, Harvard Business School, USA

Facilitator

- **Constantinos Markides**, Professor of Strategic and International Management, London Business School, United Kingdom

14.15 - 16.00

nutrition

Nutrition Workshop

Practical training in optimal nutrition, exercise and techniques for stopping smoking and stress management.

- **Dean Ornish**, Founder, President and Director, Preventive Medicine Research Institute, USA
- **Mehmet C. Oz**, Associate Professor, Department of Surgery, Columbia-Presbyterian Medical Center, USA; Global Leader for Tomorrow 2000

14.15 - 16.00

rio+10

Achieving Durable Solutions at Rio+10

Participants will examine the policy agendas for business, governments and NGOs in preparation for the 2002 World Summit in Johannesburg and discuss possible areas for joint action. The agenda points for the workshop are:

1. To identify key barriers to progress
2. To examine the areas where stakeholders could focus and partner to advance
3. Recommended priorities for action

Workshop Discussion Leaders

- **Bill Alexander**, Chief Executive Officer, Thames Water, United Kingdom
- **Gary E. Anderson***, President and Chief Executive Officer, Dow Corning Corporation, USA

- **Shelby W. Bonnie**, Chairman of the Board and Chief Executive Officer, CNET Networks, USA
- **Antony Burgmans**, Chairman, Unilever NV, Netherlands
- **Eileen Claussen**, President, Pew Center on Global Climate Change, USA
- **Daniel C. Esty**, Director, Yale Center for Environmental Law and Policy, USA; Global Leader for Tomorrow 1999
- **Mark A. Farber***, President, Chief Executive Officer and Director, Evergreen Solar, USA; Technology Pioneer 2002
- **Robert B. Gagosian**, Director and President, Woods Hole Oceanographic Institution, USA
- **Yolanda Kakabadse Navarro**, President, IUCN, Switzerland
- **Jonathan Lash**, President, World Resources Institute, USA
- **Maria Leichner**, Executive Director, Fundación Ecos, Uruguay; Global Leader for Tomorrow 2002
- **Claude Martin**, Director-General, WWF International, Switzerland
- **Julia Marton-Lefèvre**, Executive Director, LEAD International, United Kingdom
- **Dara O'Rourke**, Assistant Professor, Massachusetts Institute of Technology, USA
- **Howard Ris**, President, Union of Concerned Scientists, USA
- **Martha Isabel (Pati) Ruíz Corso***, Founder and President, Grupo Ecológico Sierra Gorda, Mexico; Social Entrepreneur
- **Shi Lihong***, Founder and Executive Officer, Green Plateau Institute, People's Republic of China; Global Leader for Tomorrow 2002
- **Björn Stigson**, President, World Business Council for Sustainable Development, Switzerland
- **Maurice F. Strong***, President, University for Peace and Senior Adviser to the Secretary-General of the United Nations
- **Klaus Töpfer***, Executive Director, United Nations Environmental Programme, Nairobi
- **Peter Wadhams***, Professor of Ocean Sciences, Scott Polar Research Institute, University of Cambridge, United Kingdom
- **Robert T. Watson**, Chairman, Inter-governmental Panel on Climate Change ESSD, USA
- **Christine Todd Whitman**, Administrator, Environmental Protection Agency, USA
- **Timothy E. Wirth**, President, United Nations Foundation, Washington DC

Facilitator

- **John Elkington**, Chairman, SustainAbility, United Kingdom

16.30 - 17.45

closing

Moving Beyond Dialogue: Building a Global Community

Leaders from around the world address the challenges of moving beyond a dialogue among civilizations and of creating a real global community.

18.30 - 19.30

farewell reception

Farewell Reception

The World Economic Forum's Initiatives at the Annual Meeting 2002

Over the last two years, the Forum has – with leadership and active engagement from members and partners - launched numerous initiatives to engage other stakeholders more deeply in its mission to improve the state of the world. The work of these initiatives is reflected in the Annual Meeting programme, and in turn the deliberations of the Annual Meeting will make a significant contribution to the future goals and work of these initiatives.

Following is a summary of each initiative currently operating under the auspices of the World Economic Forum.

- **Global Digital Divide Initiative**

The Global Digital Divide Initiative develops creative public-private sector initiatives to transform the global digital divide into an opportunity for growth. The initiative strives to raise awareness of best practices for bridging the digital divide and to promote education, entrepreneurship, strategies and policies designed to bring digital technology to the developing world. The 2001 work streams have been education, connectivity and regulatory frameworks. In October, the initiative's task force conducted, jointly with the Southern African Development Community (SADC) a workshop on e-readiness, from which a strategy paper will be presented in the Annual Meeting.

Sessions in the Annual Meeting 2002:

- Bridging the Digital Divide: ICT Infrastructure for Poverty Alleviation

- **Global Health Initiative**

The Global Health Initiative (GHI) is designed to foster greater private sector engagement in the global battle against HIV/AIDS, tuberculosis and malaria. The World Economic Forum's member companies together with the World Health Organization (WHO) and the Joint United Nations Programme on HIV/AIDS (UNAIDS) have formed an innovative partnership with a broad range of NGOs and other members of civil society, as well as governments. In 2001 the GHI had four work streams: reviewing the business case for engaging against HIV/AIDS, TB and malaria; developing resource-promoting best practices targeting both workforces

and communities; exploring the role of business in advocacy; and identifying resource gaps and corresponding philanthropic partnership opportunities for businesses. The results of these work streams will be launched at the Annual Meeting 2002 as a series of corporate recommendations and a supporting report. Also at the Annual Meeting 2002, the GHI will participate in a range of sessions including:

- Global Health: Your Business and Mine
- Delivering an AIDS Vaccine
- Health as a Global Security Risk?
- GHI Private Meeting

In 2002 the GHI will continue the core work streams and will use the World Economic Forum's Regional Summits to develop them further and to foster local networks and partnerships to turn the tide against HIV/AIDS, TB and malaria.

- **Environmental Sustainability Index**

The Environmental Sustainability Index (ESI) is a measure of overall progress towards environmental sustainability, developed for 122 countries. It represents a first step towards a more analytically driven approach to environmental decision-making. The ESI is the result of collaboration among the World Economic Forum's Global Leaders for Tomorrow Environment Task Force, The Yale Center for Environmental Law and Policy and the Columbia University Center for International Earth Science Information Network (CIESIN). The ESI will be published prior to the Annual Meeting 2002, as part of a more comprehensive study on environmental performance measurement. At the Annual Meeting, the ESI will be integrated into the Competitiveness Workshop.

- **Global Philanthropy**

The World Economic Forum incorporates in its activities discussions of the role of philanthropy in improving the quality of life for people throughout the world. In response to a growing interest in international giving, the World Economic Forum and the Synergos Institute have launched a new partnership to increase awareness, foster new debate and provide Forum members with information on current best practices in this field. *Global Giving Matters*, a monthly newsletter on global philanthropy, is a concrete result of

this partnership. The newsletter, which is available electronically in the members' area of the Forum's website, is intended to build on and complement discussions that take place at the Annual Meeting and the Regional Summits of the World Economic Forum.

Philanthropy-related sessions at the Annual Meeting include:

- How Can Philanthropy Be More Effective Globally?

- **Global Agenda Atelier**

The Global Agenda Atelier is a new trend identification and analysis programme of the World Economic Forum. Atelier workshops lay the foundation for a systematic analysis of global dynamics and an assessment of their impact on business. The analyses of the Atelier suggest business-driven strategies for the resolution of challenges on the global agenda, inform the Forum's worldwide Summits and give impetus to Forum Task Forces and Initiatives. In 2001 the Atelier conducted two workshops: on private sector contributions to environmental sustainability and on security trends and political risk. During the Annual Meeting 2002, the Atelier will host private workshops in each global agenda area to facilitate the drafting of the report of the 2002 Annual Meeting, the *Global Agenda Monitor*. This report which will be produced in cooperation with the *Financial Times* newspaper. The *Global Agenda Monitor* will integrate and reflect on the many discussions and strategies expressed in the context of the Annual Meeting's gravity themes and will be widely distributed in early spring.

- **Competitiveness Programme**

The World Economic Forum has published a Competitiveness Report, covering the major economies of the world, every year, since 1979. Over the years, *The Global Competitiveness Report* has become the most authoritative and comprehensive assessment of the comparative strengths and weaknesses of national economies throughout the world. In recent years, the Reports have been produced in close collaboration with Harvard University to ensure that the latest thinking and research of leading scholars on global competitiveness are incorporated. In 2001, the Global Competitiveness Report as well as reports on Latin America, Eastern Europe, Environmental Performance and

E-readiness were prepared. In 2002, Africa and Asia Competitiveness Reports will be launched. In the context of the Annual Meeting, the Competitiveness Programme will run a series of workshops for ministers from countries covered in the competitiveness reports.

- **Changing Corporate Governance in Russia**

At the World Economic Forum's Annual Meeting 2001, five Russian companies committed themselves to a corporate governance code of conduct. Subsequently, each of the World Economic Forum's events is used as a focal point to increase the number of Russian companies equally prepared to commit to such a code. A feedback mechanism to monitor the progress made by the committed companies will be created. The Russia Meeting 2001 was the initiative's third focal point this year. Two quoted companies, Lenenergo and MTS (through its holding company Sistema) committed themselves to the code of conduct on corporate governance, thereby increasing the number of companies in the model portfolio and enhancing the relevance of its empirical evidence.

- **Global Governance**

The Global Governance Task Force has been convened by the World Economic Forum to assess the functioning of the global system in several critical areas in which international goals and principles have been established. In annual reports, the group will evaluate the pace of progress toward these goals and rate the degree of cooperative effort exerted during the year by governments, international institutions, civil society, and the private sector in pursuit of them. By highlighting the gap between the vast scale of global problems and the inadequate mechanisms available to deal with them, this initiative seeks to encourage action on issues that pose serious threats to human well-being and assess the effectiveness of efforts to integrate new players – corporations and NGOs – into global governance. Relevant sessions in the Annual Meeting 2002 programme:

- Global Governance: What Needs to Change?
- Global Corporate Citizenship (CBE)

The World Economic Forum's Global Corporate Citizenship Initiative consists of 20 to 30 Forum member companies as well as representatives from other institutions and initiatives with specific knowledge in the area. The initiative aims at increasing business' engagement in and support for corporate citizenship as a contributing factor to long-term business growth. At the Annual Meeting 2002, the Initiative will present a written CEO-led statement championing the issue of corporate citizenship and the importance of CEO and Board leadership in making corporate citizenship an integrated part of the business agenda.

Among the related Annual Meeting 2002 sessions are:

- Corporate Citizenship: A Luxury in Difficult Times?
- Are Socially Responsible Investments Paying Off?
- Business, Labour and Globalization: A Strategic Approach
- Responding to Anti-globalization: The New Role of Business
- Creating a Global Social Investment Market
- The CEO as Statesman
- How Can Philanthropy Be More Effective Globally?
- Bridging the Digital Divide: ICT Infrastructure for Poverty Alleviation
- Back from the Brink

- **Bridging Europe - New Dialogue Across Europe**

Bridging Europe is a major all European initiative designed to overcome political indifference and social disillusion among European citizens. It aims to reconnect Europe with its people by addressing the biggest challenge that the continent faces today – the lack of citizens' trust in national and pan-European institutions. The initiative will promote democratic sustainability across the continent by ensuring a qualified dialogue among all major stakeholder groups (European citizens, EU institutions, business, academia, NGOs, media) about the future of Europe. At the core of the project 1,000 young Europeans from Western and Eastern Europe will develop their vision of Europe using innovative methods of e-democracy.

The Annual Meeting 2002 will have a major workshop on "The Future of Europe".

- **Agricultural Trade Task Force**

The Agricultural Trade Task Force was created following the Governors Meeting 2001 for Food and Beverage. During 2001, the Task Force brought together the world's leading food companies, international organizations such as the Food and Agriculture Organization of the United Nations (FAO) and the World Bank as well as NGOs and research institutes. The Task Force will issue a joint communiqué during the Annual Meeting 2002. The communiqué will include key recommendations on the equitable reform of the global agricultural trade system, as well as investment and capacity building efforts needed in developing countries if they are to ensure food security and compete more effectively in agricultural and processed food markets. The intention of the Task Force for 2002 is to concentrate on translating the good intentions expressed in the communiqué on capacity building into reality by helping the private and public sectors, together with NGOs, to work in a more coordinated and effective manner in their investment and capacity building activities in developing countries.

- **Corporate Performance Project**

Launched in 1999 under the joint leadership of the World Economic Forum and Deloitte Touche Tohmatsu, the Corporate Performance Project aims to develop corporate governance practices in order to help enhance corporate performance in the form of stable, sustainable and profitable growth. Building on a number of projects and studies related to the issue of corporate governance, this project goes beyond the compliance aspect in most present discussions on corporate governance to develop the linkage with corporate performance. It also addresses the impact of the rapid development of e-commerce for corporate governance.

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