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Good afternoon, everyone and thank you to Thierry for the privilege of continuing the conversation with everyone. Indeed that is what we intend to do and we will make it a conversation on this very broadly relevant topic of the relationship between governance and economic success. I would like to start off on a positive note. Personally, I see governance as a positive, creative and constructive forward looking endeavour and a real opportunity for organisations and their leaders. Unfortunately, I have not seen a lot of seizing of the opportunity in 2012. I have seen a lot of LIBOR manipulation and an elected Egyptian leader unilaterally seizing power, as well as the British Broadcasting Corporation (BBC), Olympus and various other unfortunate failures of governance. Indeed, one of the questions that we will look at on this panel from a broad diversity of perspectives is why there is the pervasive and persistent failure of governance across all sectors and geographies and what we can do to improve decision making around governance. We will hear from different perspectives, including about improving the way information is used to make decisions and improving the analysis of the consequences of our decisions on all stakeholders – and by that I also include society at large. Certainly companies such as Lafarge have been taking into account the broader social impact of their business models for some time. We will hear about the media and how the law is still relevant and how different sectors overlap in the question of decision making. Finally, we will hear about some cultural and geographic perspectives, including Africa and East Asia. With that, we will start with Bruno Lafont, the CEO of Lafarge, and will hear in particular about some very cutting edge corporate social responsibility that takes corporate social responsibility into a vision of the corporation as part of the solution and activities such as having a dialogue deep within communities and with all stakeholders.