

EXPLORING THE NEW LEADERSHIP LANDSCAPE

LISBON 2015



The Performance Theatre

June 26 / 27





THE
PERFORMANCE
THEATRE

HOSTED BY EDP



THE SEA IS DANGEROUS
AND ITS STORMS TERRIBLE,
BUT THESE OBSTACLES HAVE NEVER BEEN
SUFFICIENT REASON TO REMAIN ASHORE...
UNLIKE THE MEDIOCRE,
INTREPID SPIRITS SEEK VICTORY
OVER THOSE THINGS THAT SEEM IMPOSSIBLE...
IT IS WITH AN IRON WILL THAT THEY EMBARK
ON THE MOST DARING OF ALL ENDEAVOURS...
TO MEET THE SHADY FUTURE WITHOUT FEAR
AND CONQUER THE UNKNOWN.

Ferdinand Magellan
1480-1521

Xyntéo alone is responsible for this document and any errors it contains

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The Monument to the Discoveries stands at the marina in Belém, Lisbon

ABOUT US



The Performance Theatre's aim is to inspire the leadership required to reinvent growth. We need a new growth model that works with rather than against nature; benefits the many rather than the few; and delivers value over the long term as well as the short. Each year we bring together leaders from across sectors, industries, disciplines and geographies to debate the defining leadership challenges of our time.

Find out more at theperformancetheatre.com
Join the [#TPTLisbon](https://twitter.com/xynteo) conversation on Twitter by following [@xynteo](https://twitter.com/xynteo)



THE
PERFORMANCE
THEATRE



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WELCOME

WELCOME FROM — ANÍBAL CAVACO SILVA, PRESIDENT OF THE PORTUGUESE REPUBLIC

I am delighted that The Performance Theatre took the decision to meet in Lisbon, hosting a distinguished group of leaders ranging from global business leaders and social innovators to academics and senior politicians to debate the biggest leadership challenges. There has never been a more relevant time to question and debate leadership. Systemic challenges that threaten our societies and our way of life demand leaders to guide their organisations into a new world of collaboration, innovation and sustainable growth.

Portugal provides the perfect backdrop for exploring the new leadership landscape. Pioneers of the first global era, our ancestors were navigators that invented a revolutionary ship called Caravel for thriving in the vanguard of European overseas exploration, discovering and mapping the coasts of Africa, Asia and Brazil, and opening new ocean routes to new worlds. Each captain of each ship was much like today's leaders: leading with uncertainty, risk and the unknown, and each needed to experiment new ways of working and managing.

Portugal is a country of opportunities. Our economy is regaining competitiveness, attracting productive investment and talent and conquering its place on the global stage.

The biggest risk of all is standing still, so I am very pleased to welcome to Lisbon such a group of leaders for key discussions on how to navigate the new landscape in which 21st century leaders operate.

ANÍBAL CAVACO SILVA
PRESIDENT OF THE
PORTUGUESE REPUBLIC

WE ARE VERY GRATEFUL TO PRESIDENT SILVA FOR PERSONALLY HOSTING A MEETING OF THE PERFORMANCE THEATRE'S ADVISORY BOARD AT THE PALÁCIO DE BELEM ON FRIDAY 26 JUNE, BEFORE THE PERFORMANCE THEATRE 2015 COMMENCES.



WELCOME



Words of welcome from The Performance Theatre Foundation's founder, Dr Osvald Bjelland



It was the French author and Nobel Prize winner André Gide who said, "Man cannot discover new oceans unless he has the courage to lose sight of the shore."

This message is especially pertinent as we meet here in Lisbon, Portugal, with its rich history of exploration. During the 15th and 16th centuries, Portuguese sailors were at the vanguard of European overseas exploration, discovering and mapping the coasts of Africa, Canada, Asia and Brazil, in a period dubbed the 'Age of Discovery'.

Figures such as Ferdinand Magellan, who was the first to circumnavigate the world, and Christopher Columbus, who discovered the New World, sailed into the unknown, braving choppy, uncharted and often treacherous waters to further human progress and seek new opportunities.

At The Performance Theatre Lisbon 2015, we draw inspiration from Portugal's rich explorer history to ask how today's leaders can be inspired by yesterday's navigators. How can we, like them, find and conquer new horizons? How can we adapt, deliver and deploy new technologies, policies, educational frameworks and business models that will drive social change and deliver a new kind of growth?

Opposite

A NASA-furnished image of Europe, Asia and North Africa from space. Many astronauts report experiencing 'the overview effect': a cognitive shift in awareness on seeing firsthand the reality of Earth in space. We hope participants in Lisbon are open to similar shifts in perspective.

Like the navigators, we live in times of unprecedented opportunities – and they are turbulent, uncertain and rapidly changing. While the prevailing growth model has delivered huge gains for humanity, we now see all around us – in climate change, severe pollution, tightening resource constraints and deepening inequality – signs that growth as we know it is not fit for the future.

In Lisbon, let's together confront some of the grand leadership challenges we see evolving before us; and explore the opportunities: how we as leaders can help forge a new kind of growth, one that is inclusive and encourages a healthy respect for the environment around us, and for the future generations who will inherit from us.

As Homer once said, "By mutual confidence and mutual aid – great deeds are done, and great discoveries made." Let's explore and discover together in Lisbon.

Founder,
The Performance Theatre Foundation

PARTNERS

The Performance Theatre is a collaborative venture – our partners play a pivotal role in driving our progress. Above all else, we are our partners.

OUR HOST



EDP is a leading company in the energy sector and is present in 13 countries, including Portugal, Spain, Brazil and the US. Listed on Forbes' 'World's Biggest Public Companies', with over 12,000 employees, the EDP Group has a global footprint and a strong presence on the world energy panorama. The company has a balanced and diversified portfolio, being present in generation, distribution and supply, with a focus on clean generation, either through hydro projects in Portugal and Brazil, or through world-leading clean energy developer EDP Renewables.

Energy is one of the major drivers of development of modern society. Promoting access to this asset is in the framework of the Millennium Development Goals, which promote the fight against social exclusion and improve the safety and quality of life of a significant portion of the world's population.

With a clear vision of its role in society and its relationship with its stakeholders, EDP believes that it can maximise its contribution through the interconnection of seemingly distinct areas such as economy, culture, art, education, science and social innovation.

OUR PARTNERS



The China Consulting Association was established in April 2003 and is registered with the Ministry of Civil Affairs. As a non-profit and self-disciplinary social body, the association creates and improves the procedures for membership qualification, certification and occupational behaviour criterion.



Driven by its purpose of safeguarding life, property and the environment, DNV GL enables organisations to advance the safety and sustainability of their business. DNV GL provides classification and technical assurance along with software and independent expert advisory services to the maritime, oil and gas, and energy industries. It also provides certification services to customers across a wide range of industries. Combining leading technical and operational expertise, risk methodology and in-depth industry knowledge, DNV GL empowers its customers' decisions and actions with trust and confidence.



eni is one of the largest integrated energy companies in the world, operating in the sectors of oil and gas exploration and production, international gas transportation and marketing, power generation, refining and marketing, chemicals and oilfield services. eni is active in 83 countries with 84,000 employees. eni's commitment to sustainable development means that it grows and retains its people, contributes to the development and wellbeing of the communities in which it operates, protects the environment, and invests in technological innovation and energy efficiency, mitigating the risks of climate change.



Ericsson is a world leader in the rapidly changing environment of communications technology – providing equipment, software and services to enable transformation through mobility. Some 40 per cent of global mobile traffic runs through networks Ericsson has supplied.



MasterCard (NYSE: MA) is a technology company in the global payments industry. It operates the world's fastest payments processing network, connecting consumers, financial institutions, merchants, governments and businesses in more than 210 countries and territories. MasterCard's products and solutions make everyday commerce activities – such as shopping, travelling, running a business and managing finances – easier, more secure and more efficient for everyone.



Royal Dutch Shell is a global group of energy and petrochemical companies, operating in more than 70 countries and territories, employing over 94,000 people. The group aims to engage efficiently, responsibly and profitably in oil, oil products, gas, chemicals and other selected businesses and to participate in the search for and development of other sources of energy to meet evolving customer needs and the world's growing demand for energy.



Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organisation that delivers real results to global business, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled services delivered through its unique Global Network Delivery Model, recognised as the benchmark of excellence in software development. A part of the Tata Group – one of India's largest industrial conglomerates – TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.



Tata Group is one of India's largest and most respected business conglomerates. The group comprises over 100 operating companies in seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals. The group has operations in more than 100 countries across six continents, and its companies employ over 581,000 people worldwide.



Unilever is one of the world's biggest consumer product companies. With more than 400 brands focused on health and wellbeing, no other company touches so many people's lives in so many different ways – on any given day, two billion people use Unilever products to look good, feel good and get more out of life.

EDP IS VERY PLEASED TO PARTNER WITH THE PERFORMANCE THEATRE AND TO HOST THE 2015 THEATRE IN LISBON. WE SEE EXCITING TIMES AHEAD AND LOOK FORWARD TO CONTRIBUTING WITH OUR VISION.

ANTÓNIO MEXIA
CEO EDP

OUR ADVISORY BOARD

Senior representatives of our partners serve on The Performance Theatre advisory board, providing guidance on our strategic direction and shaping the content of each programme.



LORD BROWNE OF MADINGLEY
Advisory board chairman,
The Performance Theatre, executive
chairman, L1 Energy



MARCO ALVERÀ
Chief retail market gas and
power officer, Eni



RONNIE C CHAN
Chairman, Hang Lung Group



DR OSVALD BJELLAND
Founder and advisory board vice
chairman, The Performance Theatre,
chairman and CEO, Xyntéo



AJAY BANGA
President and CEO, MasterCard



N CHANDRASEKARAN
CEO and managing director,
Tata Consultancy Services



PEKKA ALA-PIETILÄ
Chairman of the board,
Huhtamaki OYJ



JEREMY BENTHAM
Vice president, Global Business
Environment, Royal Dutch Shell



GEOFF COLVIN
Senior editor-at-large,
Fortune magazine



YVES DACCORD
Director-general, International
Committee of the Red Cross



VERONICA LIE
Executive vice president, strategy
and communications, Xyntéo



PAUL POLMAN
CEO, Unilever



JEREMY HILLMAN
Director, corporate communications,
World Bank



DR HENRIK O MADSEN
President and CEO,
DNV GL Group



PROFESSOR SHI DINGHUAN
State councillor and president,
Chinese Ministry of Science
and Technology



PROFESSOR MERIT E JANOW
Chair, Nasdaq Exchange LLC
and Columbia University dean
and professor



ANTÓNIO MEXIA
CEO, EDP



HANS VESTBERG
President and CEO, Ericsson

The Performance Theatre

A NEW DIRECTION FOR THE ILA: UNEARTHING THE LEADERS OF TOMORROW

THE PERFORMANCE THEATRE IS, AT HEART,
ABOUT INSPIRING BETTER LEADERSHIP.
AND SO AN INTEGRAL PART OF EACH THEATRE
IS THE PRESENTATION OF THE INSPIRED
LEADERSHIP AWARD (ILA).

In past years, the award has celebrated global business pioneers who embody The Performance Theatre Foundation's ideal of what a leader should be. Starting this year, it will be awarded to younger leaders who have shown that they have the potential to achieve positive change on a global scale.

We are delighted to welcome to Lisbon the seven outstanding young leaders who have been nominated for this year's award.

These extraordinary individuals are creating and leading tangible, meaningful change across geographies, industries and sectors. They're harnessing new technology and traditional and social media to find new and innovative solutions to today's biggest challenges. And they're using their personal stories and passions to get their voices heard and to galvanise their peers into action.

The winner of the award will be announced on Saturday 27 June.

THE ILA NOMINEES



JEREMY HEIMANS

CO-FOUNDER AND CEO,
PURPOSE

@jeremyheimans

Jeremy Heimans is co-founder and CEO of Purpose, a home for building 21st century movements and crowd-based social and economic models to tackle the world's biggest problems. Since its launch in 2009, Purpose has launched All Out, a 2.2 million-strong LGBT rights group, built the world's first open-source global activism platform, and advised institutions like the Bill & Melinda Gates Foundation, the American Civil Liberties Union and Google. Before this, he co-founded GetUp, an Australian political organisation and internationally recognised social movement phenomenon. And in 2007, Jeremy was a co-founder of Avaaz, the world's largest online citizens' movement, now with more than 41 million members. Jeremy has received the Ford Foundation's 75th Anniversary Visionary Award, and the World Economic Forum named him a Young Global Leader. Fast Company ranked him on its annual list of the 100 Most Creative People in Business in 2012, and The Guardian has named him one of the ten most influential voices on sustainability in the US.



BEN KNELMAN

FOUNDER AND CEO,
JUNTOS FINANZAS

@bknelman

Ben Knelman is the CEO and co-founder of Juntos, which builds empowering personal finance tools for newly-banked households around the world. Hundreds of millions of new customers in emerging markets are opening up bank or mobile money accounts for the very first time. But typically 60 to 90 per cent of these accounts then sit empty and unused. Juntos' automated conversation platform creates warm, personalised, two-way SMS conversations at massive scale, catalysing client confidence, comfort and successful account usage. Juntos was named the winner of the G20's global innovation award for financial inclusion at the G20 Summit in Mexico City, and works with some of the largest banks and mobile money providers in Latin America and Africa. Named one of the World Economic Forum's Global Shapers under 30, Ben has a background in user-centric product development and economics. He earned his Bachelor's and Master's at Stanford, where Juntos began at the Stanford d.school.



KAJSA LI PALUDAN

CO-FOUNDER, REDEFINE.
XYZ AND CULTURA21

@KajsaPaludan

Kajsa Li Paludan, 28, is co-founder of Cultura21 and Redefine.XYZ. Redefine.XYZ is a crowd-sourced online tool that helps provide everybody with the means to visualise and communicate sustainability, whereby citizens all over the world provide professionals with their approved and understandable words. It is an online tool created by people, not unlike Wikipedia, and aims to bring sustainability 'back down to Earth'. Kajsa thought of the concept while at the United Nations, because the people around her had problems describing the concept of sustainability in layman's terms. Before working on Redefine.XYZ, Kajsa was the co-founder of Cultura21 Nordic and Cultura21 International, offering consultancy for companies, organisations and ministries that need help understanding the complexities of sustainability. In 2014, Kajsa was appointed 'Future Sustainability Leader 2014', by DNV GL and Sustainia. In the same year she was also named one of five 'Future CSR Leaders', by Coca-Cola Enterprises.



ALEC LOORZ

DIRECTOR,
CIRCLE OF FIRE

@alecloorz

Alec Loorz is a 21-year-old environmental activist from California. He founded non-profits Kids vs Global Warming when he was 13 and the iMatter Movement at 16, and has remained deeply engaged with the climate change movement ever since. After speaking to hundreds of thousands of young people, organising marches and writing petitions, his focus is now shifting, away from the science and politics of climate change and toward the greater transformation that is occurring in the human psyche. His current project, Circle of Fire, aims to connect young leaders with elders and teachers, and train them to come together with corporate executives and other global decision-makers to collectively transition to a healthy and regenerative society.

THE ILA NOMINEES



ALEJANDRO MAZA AYALA

FOUNDER AND CEO,
OPEN INTELLIGENCE (OPI)

@alehandromz

Alejandro Maza Ayala leads a team of data scientists, software engineers, mathematicians and social scientists at OPI, a Mexico City-based social impact start-up bringing high-tech tools for data generation and analysis to tackle the region's most pressing social issues. The technology created by his team is currently used for designing, implementing and evaluating public programmes throughout Mexico. To date, OPI has worked with various branches of the federal government, and dozens of states and municipalities. Thus far, hundreds of thousands of Mexican citizens have been able to participate in the policy design process through OPI's platforms. Key policy programmes addressing violence, health and urban development have allocated hundreds of millions of dollars of budget more efficiently thanks to OPI's tools and information. Alejandro studied applied mathematics and economics, he is an Ashoka Fellow and World Economic Forum Global Shaper, and his work has been recognised by the MIT Technology Review and the Tech Museum of Silicon Valley, among others.



TOM SZAKY

FOUNDER AND CEO,
TERRACYCLE

@TerraCycle

Tom Szaky is founder and CEO of TerraCycle, an international leader in the collection and repurposing of hard-to-recycle post-consumer waste, from used chip bags to cigarette butts. On a yearly basis and across 23 countries, TerraCycle collects and repurposes billions of pieces of waste, creating millions of dollars of donations for schools and charities in the process. Many of the world's largest consumer products companies contract with TerraCycle to collect and recycle post-consumer products and packaging they produce. Through TerraCycle, Tom has pioneered a process, involving manufacturers, retailers, consumers and community groups, to create circular solutions for waste that otherwise would go to landfill or be incinerated. Tom is the author of two books, 'Revolution in a Bottle' and 'Outsmart Waste', is an acclaimed international public speaker, and created, produced and stars in a new reality TV show, 'Human Resources'. Tom and TerraCycle have received over 100 social, environmental and business awards from a range of organisations including the United Nations, World Economic Forum and the Environmental Protection Agency.



SIYA XUZA

FOUNDER AND MANAGING
DIRECTOR, GALACTIC
ENERGY VENTURES

@siyaxuza

Siya Xuza, 26, is the founder and managing director of Galactic Energy Ventures, which creates global opportunities by developing and investing in innovative smart energy solutions to address the energy needs of emerging markets. Previously, Siya conducted research at the Harvard Center for Nanoscale Systems and the MIT Microsystems Technology Laboratories on microfuel cells - distributed energy that could be used to power remote and rural areas. In 2013, his groundbreaking work on microfuel cells was published in the Journal of Electroceramics. Siya was awarded a 2010 Fellowship to the African Leadership Network, the premier, invitation-only community of the most dynamic and influential leaders in Africa. In 2011, he served as the youngest member of the African Union-affiliated Africa 2.0 Energy Advisory Panel and was recognised by the World Economic Forum as a Global Shaper. Born in South Africa, Siya's work has been recognised by US First Lady Michelle Obama, the Nobel Foundation and the NASA affiliated Lincoln Laboratory, which named a minor planet, 'Siyaxuza (2312)', in his honour.

THE ILA COMMITTEE



ILA WELCOMES NEW COMMITTEE MEMBERS

As part of the revamp of the Inspired Leadership Award (ILA), the awarding committee has been bolstered with seven deeply and diversely experienced new members. Together with the existing ILA committee members, we now benefit from a truly global geographical spread, from the US, UK and the Nordics, to Latin America, China, Africa and India. This reach will be crucial in recognising and rewarding the next generation of change-makers via the award, wherever in the world they may be.

For more information on the award, visit theperformancetheatre.com/about/inspired-leadership-award



CHAIRMAN JEREMY HILLMAN

DIRECTOR, CORPORATE
COMMUNICATIONS,
WORLD BANK



GEOFF COLVIN

SENIOR-EDITOR-AT-LARGE,
FORTUNE MAGAZINE



MATTHEW GWYTHYR

EDITOR,
MANAGEMENT TODAY
NEW MEMBER



SERGIO JELLINEK

FOUNDER AND CEO,
SJ & ASSOCIATES
NEW MEMBER



JACK LESLIE

CHAIRMAN,
WEBER SHANDWICK
NEW MEMBER



HEATHER MCGREGOR

MANAGING DIRECTOR AND
PRINCIPAL SHAREHOLDER,
TAYLOR BENNETT
NEW MEMBER



SVEN MOLLEKLEIV

SENIOR VICE PRESIDENT, CORPORATE
SUSTAINABILITY AND RESPONSIBILITY,
DNV GL, AND PRESIDENT OF THE
NORWEGIAN RED CROSS



MICHAEL NOBEL

CHAIRMAN, NOBEL
CHARITABLE TRUST



ORY OKOLLOH

CO-FOUNDER, USHAHIDI
NEW MEMBER



ARCHNA VYAS

DEPUTY DIRECTOR,
COMMUNICATIONS, INDIA,
BILL & MELINDA GATES
FOUNDATION
NEW MEMBER



BETTY WILLIAMS

NOBEL LAUREATE AND
PRESIDENT, WORLD CENTRES
OF COMPASSION FOR
CHILDREN INTERNATIONAL



CHLOE DANWEI ZHANG

VICE DIRECTOR,
INTERNATIONAL BUSINESS,
FOUNDER GROUP
NEW MEMBER

REINVENTING GROWTH

THE PERFORMANCE THEATRE AND REINVENTING GROWTH

THE PERFORMANCE THEATRE'S PURPOSE

The Performance Theatre Foundation aims to inspire the leadership required to reinvent our growth model. TPT is focused on:

1. The reinvention of growth.
2. A new growth model that works with rather than against nature; benefits the many rather than the few; and delivers value over the long term as well as the short.
3. The establishment of a conversation with current and future world leaders about the leadership required to inspire that new growth model.

WHY FOCUS ON GROWTH?

John Henry Newman once observed that "Growth is the only evidence of life". Growth is human nature. Yet the way we grow is out of date: we need to reinvent growth.

The prevailing growth model has delivered huge gains for humanity. Over the past five decades, more than one billion people have been lifted out of poverty; the average life expectancy in many regions has more than doubled in the last 20 years; and we have created more wealth in the past 100 years than in the previous 100,000. Yet this model was built for another time, one of cheaper, more abundant resources, lower levels of interdependency and fewer, less connected people. All around us – in climate change,

severe pollution, tightening resource constraints, deepening inequality and also increasing social and political instability – we see signs that growth as we know it has become outdated, ill-equipped for the resource and demographic realities of the 21st century.

We need to reinvent growth. To do this, we need to put an end to the damaging trade-offs that we have come to accept in the current model. We need a growth model that works with rather than against nature; generates value for the many rather than the small elite; and delivers value over the longer term rather than seeking only short-term gains.

HUMAN/NATURE

We need growth that works with and not against nature



LONG/SHORT

We need growth that delivers value over the longer term

FEW/MANY

We need growth that benefits larger numbers of people

1. HUMAN/NATURE

The zero-sum game which pits man against nature is a fallacy. There is absolutely no reason why prosperity should mean laying waste to the environment that sustains us. Moreover, the costs of the man-nature clash are simply too great – the calculus is neither practical nor acceptable. Growth must work with nature, not against it.

2. FEW/MANY

We have come to accept inequality as the inconvenient price for the aggregate good. The Performance Theatre Foundation rejects this assumption as short-sighted and dangerous. Growth must generate value for the many, instead of the few. That is not only for social justice – the societies that thrive, and endure, tend to be relatively equal ones.

3. SHORT/LONG TERM

Short termism isn't all bad: the ability for businesses to act rapidly, for example, is a source of strength. However short-termism in both business and government has become myopic to the extreme. The Performance Theatre Foundation believes that we have the capacity to thrive today without inhibiting the ability of future generations to do so as well.



EXPLORING THE NEW LEADERSHIP LANDSCAPE LISBON 2015

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The Performance Theatre  
June 26 / 27

## A FEW WORDS ON OUR THEME

**The leadership landscape is dramatically shifting: this year's Performance Theatre meets in uncharted waters. Some of the world's most inspiring and successful leaders are also some of its most dangerous. Calls for action around climate change will only get louder and bolder as the weeks continue to countdown to COP21 in Paris. And we are seeing one of the largest generations in history - the Millennials - poised to reshape the economy, forcing companies to examine how they do business for decades to come.**

Our ambition for this year's Performance Theatre, being held in Lisbon, is to draw on Portugal's rich explorer history and build insight into the new leadership landscape. What does it look like? What can we learn from those at the front line of change? How can 21st century leadership be taught and learned?

A guiding principle throughout the theatre will be how we can reinvent growth: so it works with and not against nature; benefits larger numbers of people; and delivers value over the longer term.



This year's Performance Theatre participants are drawn from across what is possibly the widest yet range of sectors, industries, disciplines and geographies - and we know that you will all bring rich and varied perspectives to our discussions. We recommend that you arrive fully prepared to change the mindsets of others; and to have your own mind changed in turn.



## **BIRD'S EYE VIEW**

### **DAY ONE: FRIDAY 26 JUNE**

VENUE: ESTUFA FRIA



**10:00-10:45**  
**REGISTRATION AND REFRESHMENTS**

**10:45-11:00**  
**LIGHTS UP**

**11:00-11:15**  
**WELCOME TO THE PERFORMANCE THEATRE**

**Lord Browne of Madingley**

Chairman, The Performance Theatre Foundation advisory board, and executive chairman, L1 Energy

**Dr Osvald Bjelland**

Founder, The Performance Theatre Foundation, and chairman and CEO, Xyntéo

**11:15-13:00**  
**ACT 1: WITNESSES TO HISTORY IN THE MAKING**

**13:00-14:00**  
**LUNCH**

**14:00-15:40**  
**ACT 2, SCENE 1: MAPPING THE FAULT LINES**

**15:40-16:05**

**BREAK**

**16:05-16:25**

**INTERLUDE: THE LEADERSHIP VANGUARD**

**Remi Eriksen**

Group executive vice president and chief operating officer, DNV GL

**Yves Daccord**

Director-general, International Committee of the Red Cross

**Hanneke Willenborg**

Vice president of global dishwasher, Unilever

**16:25-17:40**

**ACT 2, SCENE 2: THE ACID TEST OF LEADERSHIP**

**17:40-17:50**

**A WORD FROM OUR FOUNDER**

**Dr Osvald Bjelland**

Founder, The Performance Theatre Foundation

**17:50-18:30**

**TRANSFER TO RECEPTION**

**18:30-20:00**

**RECEPTION ABOARD THE PRÍNCIPE PERFEITO**

**20.00-22:00**

**DINNER HOSTED BY FERNANDO MEDINA,  
MAYOR OF LISBON**

VENUE: PÁTIO DA GALE



## **BIRD'S EYE VIEW**

### **DAY TWO: SATURDAY 27 JUNE**



#### **08:45-09:05**

##### **LIGHTS UP**

**Peter Meyers**  
Stand & Deliver

#### **09:05-12:00**

##### **ACT 3: THE LISBON DIALOGUES**

**DIALOGUE 1**  
THE ENERGY TRANSITION: EVOLUTION OR REVOLUTION?

**DIALOGUE 2**  
VANGUARD LEADERSHIP: HAS OUR NEXT GENERATION OF LEADERS BEEN TAUGHT TO PLAY THE WRONG GAME?

**DIALOGUE 3**  
CLIMATE CHANGE: ARE WE SERIOUS ABOUT TWO DEGREES?

**DIALOGUE 4**  
DEVELOPMENT: HOW CAN WE SHIFT THE CONVERSATION FROM 'AID' TO 'INVESTMENT'?

**DIALOGUE 5**  
THE FEW AND THE MONEY: HOW INCLUSIVE SHOULD THE FINANCIAL WORLD SEEK TO BE?

#### **12:00-14:00**

##### **LUNCH: A FEAST FOR THE SENSES...**

#### **14:00-15:30**

##### **ACT 4: LEADERS CREATE VALUE BUT CAN VALUES CREATE LEADERS?**

#### **15:30-16:00**

##### **BREAK**

#### **16:00-16:15**

##### **INTERLUDE**

**Peter Meyers**  
Stand & Deliver

#### **16:15-17:15**

##### **ACT 5: THE STORY OF THE PERFORMANCE THEATRE 2015**

#### **17:15-17:45**

##### **PRESENTATION OF THE INSPIRED LEADERSHIP AWARD 2015**

#### **17:45-18:00**

##### **CLOSE OF THE PERFORMANCE THEATRE 2015**

**Lord Browne of Madingley**  
Chairman, The Performance Theatre Foundation advisory board, and executive chairman, L1 Energy

**Dr Osvald Bjelland**  
Founder, The Performance Theatre Foundation, and chairman and CEO, Xyntéo

#### **18:00-19:00**

##### **PERSONAL TIME**

#### **19:00-19:30**

##### **TRANSFER TO DINNER VENUE**

#### **19:30-22:00**

##### **RECEPTION AND DINNER HOSTED BY ANTÓNIO MEXIA, CEO, EDP**

VENUE: LISBON ELECTRICITY MUSEUM

**FRIDAY 26 JUNE - 11:15-13:00**

# ACT ONE WITNESSES TO HISTORY IN THE MAKING

BY PROVIDING INTELLIGENCE FROM THE FRONT LINE OF GROWTH, WITH ITS COMPLEXITIES AND DYSFUNCTIONALITIES, THIS ACT WILL EXPLORE THE NEW LEADERSHIP LANDSCAPE.

Leaders from business, religion, humanitarian aid and the military have each nominated a 'witness' – a frontline actor from a major fault line of change. The witnesses will share their respective testimonies from humanitarian aid, military action and industry and then join their respective sponsors on stage for a plenary-wide discussion.

**Right**

*Destroying one history to create another: the picture shows Aleppo City in Northern Syria where Syrian Liberation Army forces have been fighting ISIS militants.*

**MODERATOR**

**MARYAM NEMAZEE**  
ANCHOR, AL JAZEERA ENGLISH

**PARTICIPANTS**

**AJAY BANGA**  
PRESIDENT AND CEO, MASTERCARD

AND HIS NOMINATED WITNESS

**CHETNA SINHA**  
FOUNDER AND CHAIR,  
MANN DESHI MAHILA BANK

**YVES DACCORD**

DIRECTOR-GENERAL, INTERNATIONAL  
COMMITTEE OF THE RED CROSS

AND HIS NOMINATED WITNESS

**OMAR ODEH**  
DEPUTY HEAD OF DELEGATION,  
ICRC SOMALIA

**LIEUTENANT-GENERAL**

**SIR GRAEME LAMB**  
FORMER COMMANDER OF THE FIELD  
ARMY AT LAND COMMAND (UK)

AND HIS NOMINATED WITNESS

**JAMES LE MESURIER**  
DIRECTOR OF MAYDAY RESCUE, SYRIA  
CIVIL DEFENCE

**BAWA JAIN**

FOUNDING SECRETARY GENERAL,  
THE WORLD COUNCIL OF RELIGIOUS  
LEADERS

AND HIS NOMINATED WITNESS

**MASOMAH REGL**  
TRANSLATOR, INTERPRETER AND  
CULTURAL MEDIATOR





**FRIDAY 26 JUNE - 14:00-17:40**

## **ACT TWO**

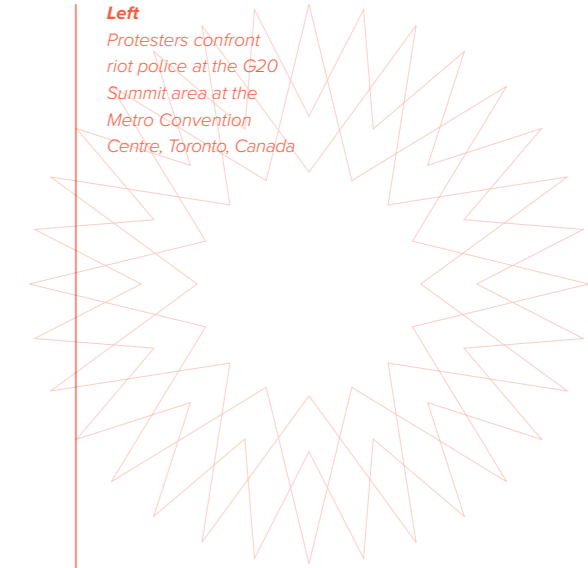
# **NOBODY IS A LEADER IF THERE ARE NO FOLLOWERS**

THIS ACT WILL EXPLORE ENTREPRENEUR AND PUBLISHER MALCOLM FORBES' FAMOUS ASSERTION THAT NOBODY IS A LEADER IF THERE ARE NO FOLLOWERS.

**For the next two scenes we will consider the increasing disconnect between leaders in traditional public and private sector organisations and the people who would normally be their followers.** What can we as leaders do to rethink our approach, rejuvenate our relevance, and re-earn the respect, trust and dedication of those whom we wish to lead?

More information about Scene 1 and Scene 2 is overleaf.

**Left**  
Protesters confront riot police at the G20 Summit area at the Metro Convention Centre, Toronto, Canada





**14:00-15:40**  
**ACT 2, SCENE 1**  
**MAPPING THE FAULT LINES**



A panel will explore the current gaps, or fault lines, between leaders and their followers – and will also consider potential solutions.

Following the panel, we will break into smaller groups to consider the nature of the current disconnect between leaders and their followers – and potential ways that we as leaders can bridge the gap.

**16:25-17:40**  
**ACT 2, SCENE 2**  
**THE ACID TEST OF LEADERSHIP**



We will return to plenary, following our discussions, for a panel that will listen to our potential solutions to the disconnect between leaders and followers – and subject them to an acid test.

With the panel's help we will try to challenge our own assumptions and dare each other to look deeper and harder at the changes in mindset and approach that we may need to make, as well as potential – perhaps unconventional – ways that we could join forces to do so.

Following further discussion and refinement, the aim will be to identify major leadership lessons for reconnecting with followers in the new leadership landscape.

**Right**

*Patan Durbar Square, Kathmandu, Nepal, which was severely damaged after the major earthquake in April 2015.*

**MODERATOR**

DR GABRIELLE WALKER  
 CHIEF SCIENTIST, XYNTÉO

**CONTRIBUTORS**

GINA BADENOCH  
 FOUNDER AND CEO, CAPAXIA

BILL DRAYTON  
 CEO, ASHOKA

ANTÓNIO MEXIA  
 CEO, EDP

ANTÓNIO SIMOES  
 CEO, HSBC UK

**MODERATORS**

DR GABRIELLE WALKER  
 CHIEF SCIENTIST, XYNTÉO

MARYAM NEMAZEE  
 ANCHOR, AL JAZEERA ENGLISH

**CONTRIBUTORS**

PER HEGGENES  
 CEO, IKEA FOUNDATION

DR RAJIV SHAH  
 FORMER ADMINISTRATOR, US AGENCY  
 FOR INTERNATIONAL DEVELOPMENT

BOB THURMAN  
 PROFESSOR OF INDO-TIBETAN  
 BUDDHIST STUDIES,  
 COLUMBIA UNIVERSITY





# ACT THREE THE LISBON DIALOGUES

**SATURDAY 27 JUNE**

**09:05-12:00**

AT THE HEART OF ANY PERFORMANCE THEATRE THERE BEATS A SERIES OF 'DIALOGUES', WHERE INTIMATE GROUPS OF PARTICIPANTS DISCUSS TOPICS CONNECTED TO OUR OVERARCHING THEME.

The Dialogues will be held at different venues around Lisbon and each will focus on a leadership frontier. As for the whole programme, our guiding principle throughout will be 'reinventing growth'.

### Reinventing growth – what does that mean?

Our analysis is that the current growth model has at least three dangerous, costly and ultimately avoidable trade-offs woven into it. It pits the few against the many; human against nature; and the short against the long term. We've come to accept these trade-offs as necessary evils, but the Performance Theatre Foundation doesn't think it has to be this way. We believe we can grow without degrading the biosphere, without leaving huge swathes of people behind and without sacrificing the well-being of our children and grandchildren. Finding out **how** is the leadership challenge of our time. Through each of the Dialogues, specific leadership lessons will be revealed; and these will then be shared with the wider group during lunch.

### HUMAN/NATURE

We need growth that works with and not against nature

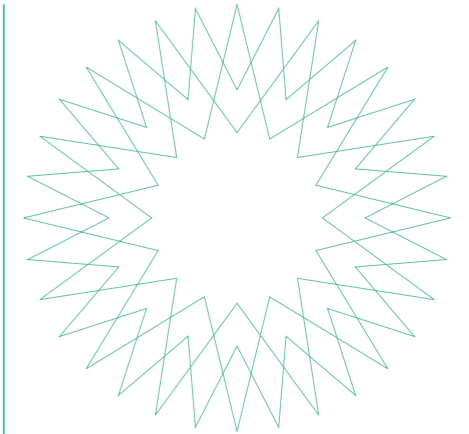


### LONG/SHORT

We need growth that delivers value over the longer term

### FEW/MANY

We need growth that benefits larger numbers of people



### DIALOGUE 1

**THE ENERGY TRANSITION: EVOLUTION OR REVOLUTION?**

### DIALOGUE 2

**VANGUARD LEADERSHIP: HAS OUR NEXT GENERATION OF LEADERS BEEN TAUGHT TO PLAY THE WRONG GAME?**

### DIALOGUE 3

**CLIMATE CHANGE: ARE WE SERIOUS ABOUT TWO DEGREES?**

### DIALOGUE 4

**DEVELOPMENT: HOW CAN WE SHIFT THE CONVERSATION FROM 'AID' TO 'INVESTMENT'?**

### DIALOGUE 5

**THE FEW AND THE MONEY: HOW INCLUSIVE SHOULD THE FINANCIAL WORLD SEEK TO BE?**

## THE LISBON DIALOGUES



Saturday 27 June — Day 2

### DIALOGUE ONE

## THE ENERGY TRANSITION: EVOLUTION OR REVOLUTION?

#### HOSTS

HARRY BREKELMANS  
PROJECTS AND TECHNOLOGY  
DIRECTOR, ROYAL DUTCH SHELL

ANTÓNIO MEXIA  
CEO, EDP

#### CONTRIBUTORS

CHRISTIAN RYNNING-TØNNESEN  
PRESIDENT AND CEO, STATKRAFT

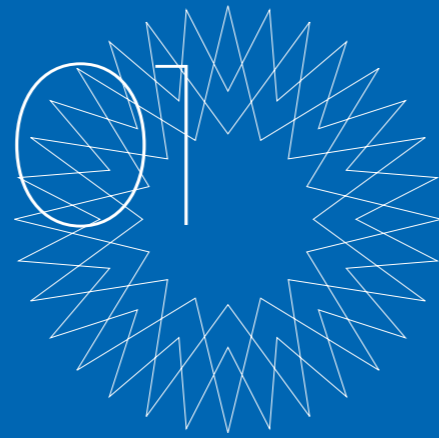
TOVE STUHR SJØBLUM  
SENIOR VICE PRESIDENT,  
DEVELOPMENT AND PRODUCTION  
INTERNATIONAL, SUB-SAHARA  
AFRICA, STATOIL

BARONESS BRYONY WORTHINGTON  
SHADOW MINISTER FOR ENERGY AND  
CLIMATE CHANGE, HOUSE OF LORDS

#### MODERATOR

SAYA SNOW KITASEI  
HEAD OF RESILIENCE, XYNTÉO

**Our energy system is in transition, with new technologies, new resources, new markets and new expectations driving change at local and global scales.** As with other complex systems, from politics to the natural world, profound change can be gradual and ordered but is frequently non-linear and chaotic. Can we afford chaos; are we able to manage change? We will hear from leaders from the energy industry and beyond in this Dialogue as we consider what are the challenges and opportunities for the oil and gas sector – and how can renewables and other forms of low-carbon energy be accelerated? Will the energy transition be an evolution or a revolution, and what roles will incumbents and disruptors play?



## THE LISBON DIALOGUES



Saturday 27 June — Day 2

### DIALOGUE TWO

## VANGUARD LEADERSHIP: HAS OUR NEXT GENERATION OF LEADERS BEEN TAUGHT TO PLAY THE WRONG GAME?

#### HOST

REMI ERIKSEN  
GROUP EXECUTIVE VICE PRESIDENT  
AND CHIEF OPERATING OFFICER,  
DNV GL GROUP

#### CONTRIBUTORS

YVES DACCORD  
DIRECTOR-GENERAL, INTERNATIONAL  
COMMITTEE OF THE RED CROSS

PAUL POLMAN  
CEO, UNILEVER

#### MODERATORS

VERONICA LIE  
EXECUTIVE VICE PRESIDENT, STRATEGY  
AND COMMUNICATIONS, XYNTÉO

RICK WHEATLEY  
HEAD OF LEADERSHIP AND  
INNOVATION, XYNTÉO

**A confluence of pressures is calling prevailing leadership strategies and practices into question.** Wicked problems such as climate change, inequality and resource scarcity are interacting in unpredictable ways with revolutions in energy, connectivity and mobility. The path to long-term growth is forcing us through new territory; the organisations, assets and investments of the 20th century seem increasingly unfit for the realities of the 21st. Are the rules of the game changing? In this Dialogue we will hear from vanguard leaders – both those in power today and those we can expect to be at the helm in the future – as they reflect on whether the next generation is being adequately prepared for the leadership challenges ahead. Together we will consider: what are the key elements of vanguard leadership? And what mindset does it require?



## THE LISBON DIALOGUES



Saturday 27 June — Day 2

# DIALOGUE THREE

## CLIMATE CHANGE: ARE WE SERIOUS ABOUT TWO DEGREES?

### HOST

ALEC LOORZ  
DIRECTOR, CIRCLE OF FIRE

### CONTRIBUTORS

MARCO ALVERÀ  
CHIEF RETAIL MARKET GAS & POWER  
OFFICER, ENI

LAURENT AUGUSTE  
SENIOR EXECUTIVE VICE PRESIDENT,  
INNOVATION & MARKETS, VEOLIA

JEREMY BENTHAM  
VICE PRESIDENT, GLOBAL BUSINESS  
ENVIRONMENT, ROYAL DUTCH SHELL

BENTE ENGESLAND  
SENIOR VICE PRESIDENT  
COMMUNICATIONS, STATKRAFT

### MODERATOR

JO CONFINO  
EXECUTIVE EDITOR, THE GUARDIAN

The world's political leaders have repeatedly committed us to keeping global warming below 2 °C, most recently at the G7 summit in Germany. However, we have already burnt some two thirds of the carbon that would keep us within this limit. The closer we come to the edge, the faster emissions will need to drop – and the higher the cost. The signs are that the sum total of national emissions reductions plans submitted to the UNFCCC, in advance of the Paris conference of parties this December, is on course to exceed the two degree threshold by some margin. This Dialogue will ask how serious we are, or should be, about two degrees, and what leadership other sectors or actors could provide to raise the ambition on climate action. We will focus first on the energy sector and then look more widely to consumers of energy in the rest of the business community and beyond.



## THE LISBON DIALOGUES



Saturday 27 June — Day 2

# DIALOGUE FOUR

## DEVELOPMENT: HOW CAN WE SHIFT THE CONVERSATION FROM 'AID' TO 'INVESTMENT'?

### HOST

PER HEGGENES  
CEO, IKEA FOUNDATION

### CONTRIBUTORS

LIEUTENANT-GENERAL  
SIR GRAEME LAMB  
FORMER COMMANDER OF THE FIELD  
ARMY AT LAND COMMAND (UK)

TARA NATHAN  
EXECUTIVE DIRECTOR, INTERNATIONAL  
DEVELOPMENT, MASTERCARD

JACK SIM  
FOUNDER, WORLD TOILET ORGANISATION

DR ANGELA WILKINSON  
STRATEGIC FORESIGHT COUNSELLOR,  
OECD

### MODERATOR

ASHISH BHATT  
MANAGING DIRECTOR, XYNTÉO

Traditional conversations about development seem increasingly outdated. Aid is too often seen as a post-crisis intervention rather than part of a coherent strategy in which a range of actors work together to tackle the root causes of underdevelopment. There is also a danger that 'donor mentality' can preclude the sort of long-term and business-minded investment that leads to sustained change. This Dialogue will consider how we can shift the conversation around aid and development to ensure that growth is inclusive and likely to be sustained for the long term. Are stability and security necessary conditions for development? What more can be done to widen the pool of players contributing to the conversation; and how can we best leverage private sector investment in developing countries? Finally, we will consider what the potential consequences may be for developed countries if we fail to tackle these issues head-on.



## THE LISBON DIALOGUES



Saturday 27 June — Day 2

### DIALOGUE FIVE

## THE FEW AND THE MONEY: HOW INCLUSIVE SHOULD THE FINANCIAL WORLD SEEK TO BE?

#### HOST

AJAY BANGA  
PRESIDENT AND CEO, MASTERCARD

#### CONTRIBUTORS

BEN KNELMAN  
FOUNDER AND CEO,  
JUNTOS FINANZAS

NASSER MUNJEE  
CHAIRMAN, DEVELOPMENT  
CREDIT BANK

ANTÓNIO SIMOES  
CEO,  
HSBC UK

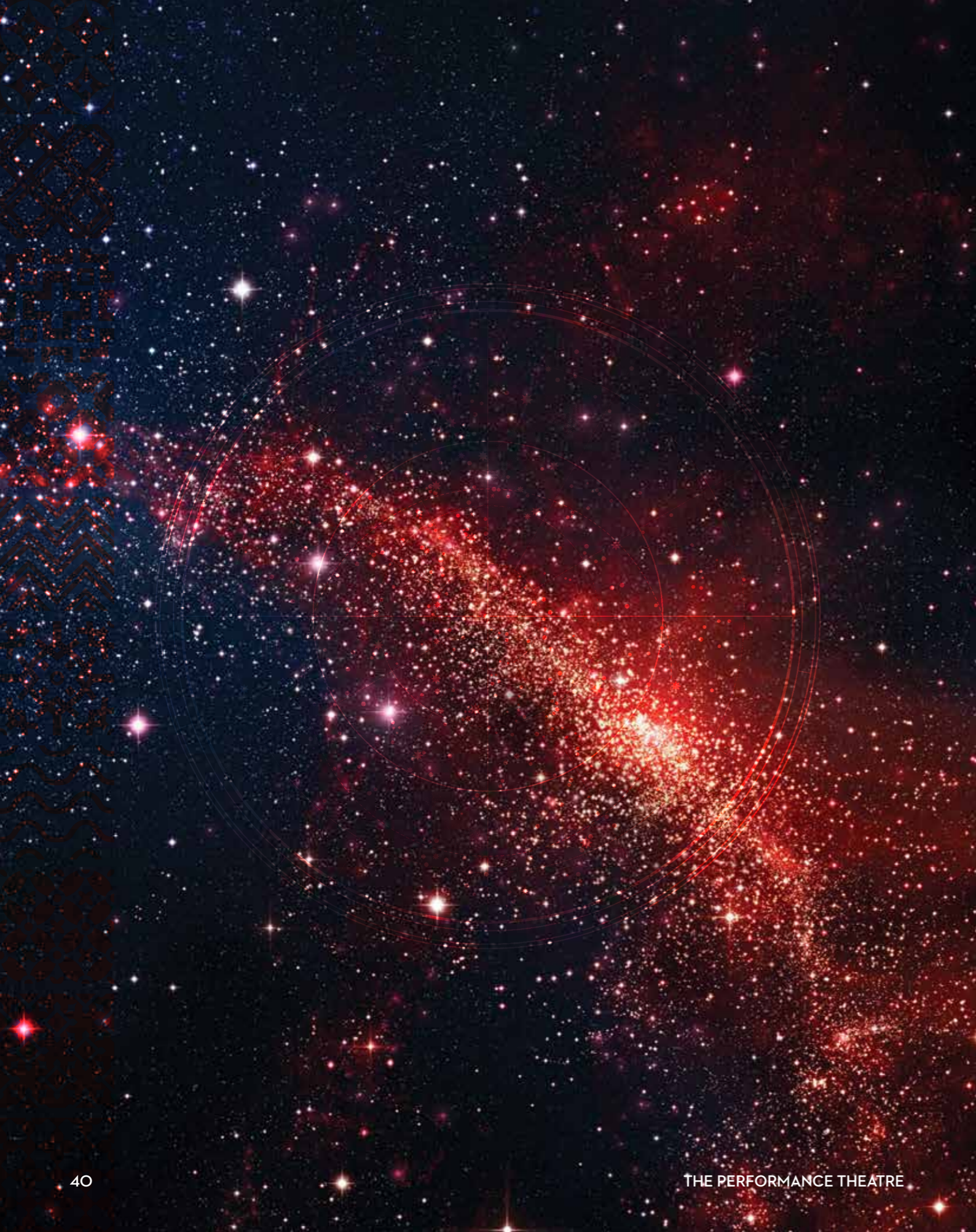
CHETNA SINHA  
FOUNDER AND CHAIR,  
MANN DESHI MAHILA BANK

#### MODERATOR

MARYAM NEMAZEE  
ANCHOR, AL JAZEERA ENGLISH

**Half the world's adults do not have access to a bank account and are thus excluded from services such as saving, planning and borrowing, while also being vulnerable to corruption.** Does the financial services industry have a moral obligation to extend the benefits of financial inclusion to those who are currently 'unbanked'? If so, how can this be balanced with the competing requirements of regulators, shareholders and existing customers? What are the long-term growth opportunities that such inclusion could deliver? This Dialogue will explore current barriers to financial inclusion and creative solutions, the implications for widening access to finance in developing markets and the opportunities and challenges for the wider world.





**SATURDAY 27 JUNE - 14:00-15:30**



# **ACT FOUR**

## **LEADERS CREATE VALUE BUT CAN VALUES CREATE LEADERS?**

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The most successful explorers of the past navigated by the stars, not by the lights of passing ships. Are the values that we need to navigate by fixed like the stars? To what extent should all leaders have a steady internal compass to steer by, or do they need to shift their values to realign with their followers? What about leaders who have exposed themselves to criticism by following their values?

This act will invite first panellists and then other participants to share personal narratives about the role that values have played in their leadership.

**Opposite**

*Star charts have long been used for human navigation. Written records of celestial navigation go back to Homer's Odyssey.*

**PARTICIPANTS**

**VALERIE KELLER**  
EXECUTIVE DIRECTOR,  
STRATEGY, EY

**JACK LESLIE**  
CHAIRMAN, WEBER SHANDWICK

**PAUL POLMAN**  
CEO, UNILEVER

**JACK SIM**  
FOUNDER, WORLD TOILET  
ASSOCIATION

**HANS VESTBERG**  
PRESIDENT AND CEO, ERICSSON

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**MODERATOR**

**DR GABRIELLE WALKER**  
CHIEF SCIENTIST, XYNTÉO

**SATURDAY 27 JUNE - 16:15-17:15**

# **ACT FIVE**

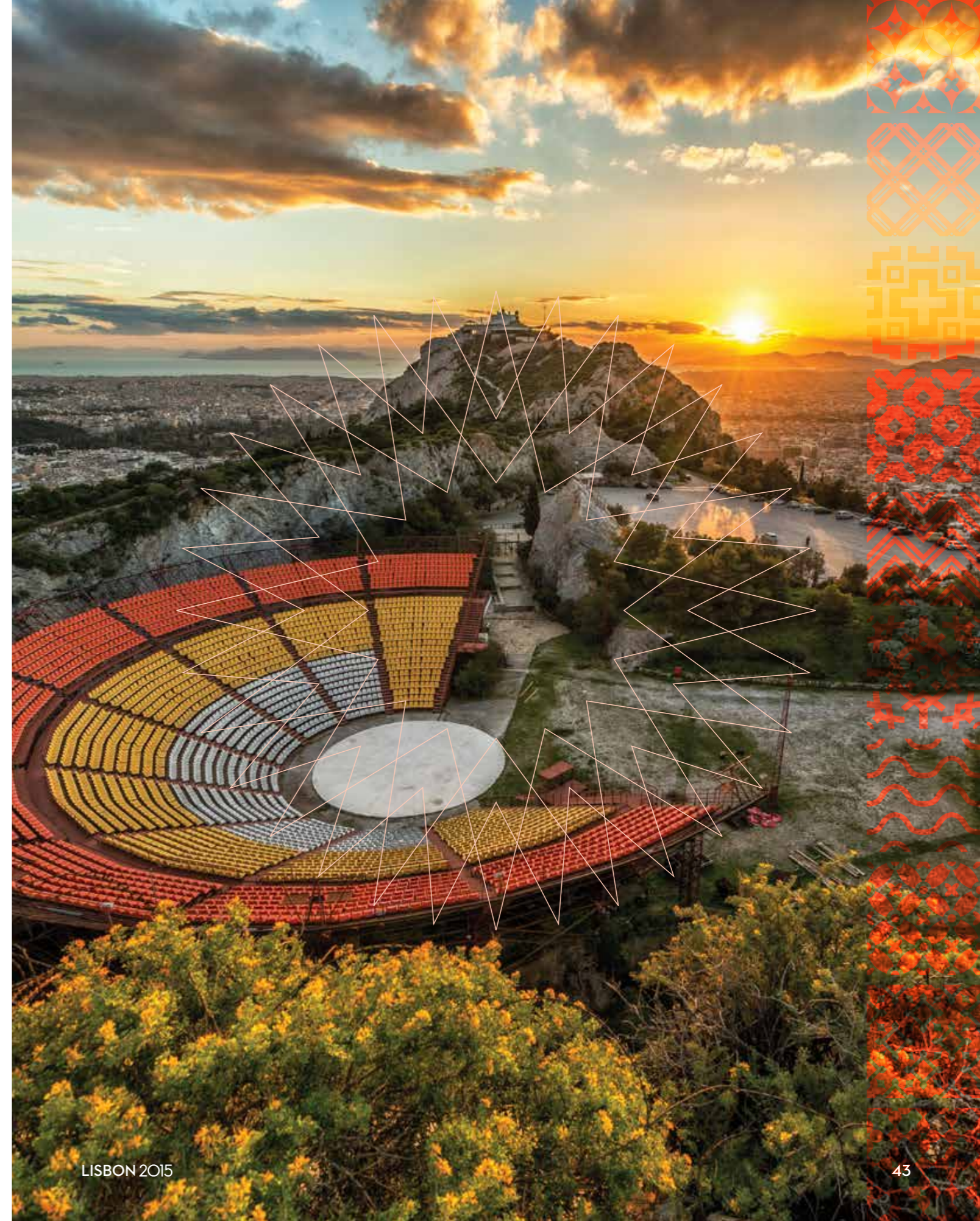
## **THE STORY OF THE PERFORMANCE THEATRE 2015**

We will begin this session with a break-out “walk and talk” where participants will be paired up to swap narratives about what has struck them during The Performance Theatre 2015 and how this might affect their leadership in the future.

We will then return to plenary for a room-wide discussion, which will be followed by the presentation of the Inspired Leadership Award and the formal close of the theatre.

**Opposite**

*The sun sets on the  
Lykavittos Theatre in  
Athens, Greece.*



Saturday 27 June — 19:15-22:00

# CLOSING DINNER HOSTED BY EDP



**19:00-19:30**

**TRANSFERS TO DINNER VENUE**

**19:30-22:00**

**RECEPTION AND DINNER**

VENUE: LISBON ELECTRICITY MUSEUM

The Performance Theatre Foundation is most grateful to its generous 2015 host, EDP, for hosting this year's theatre – including this evening's closing dinner at the Lisbon Electricity Museum. Built in the early 1900s as a thermoelectric power plant, the museum now explains the evolution of energy and is one of Lisbon's architectural landmarks.

Guests will be transferred from the Four Seasons hotel to the Electricity Museum; and back to the hotel after the dinner. On behalf of EDP, we hope you enjoy the evening.



## EDP LEADERSHIP

### António Mexia, CEO, EDP

EDP is a leading company in the energy sector and is present in 13 countries, including Portugal, Spain, Brazil and the US. Listed on Forbes' 'World's Biggest Public Companies', with over 12,000 employees, the EDP Group has a global footprint and a strong presence in the world energy panorama. The company has a balanced and diversified portfolio, being present in generation, distribution and supply, with a focus on clean generation, either through hydro projects in Portugal and Brazil, or through world-leading clean energy developer EDP Renewables.

## VENUE INFORMATION



### MAIN VENUE

#### Estufa Fria

Parque Eduardo VII,  
1070 Lisbon



### 02. HOTEL

**Four Seasons Hotel Ritz  
Lisbon**  
Rua Rodrigo da Fonseca 88,  
1099-039 Lisbon



### 03. FRIDAY EVENING: DINNER HOSTED BY MAYOR OF LISBON

**Pátio da Galé**  
Praça do Comércio, 1100  
Lisbon



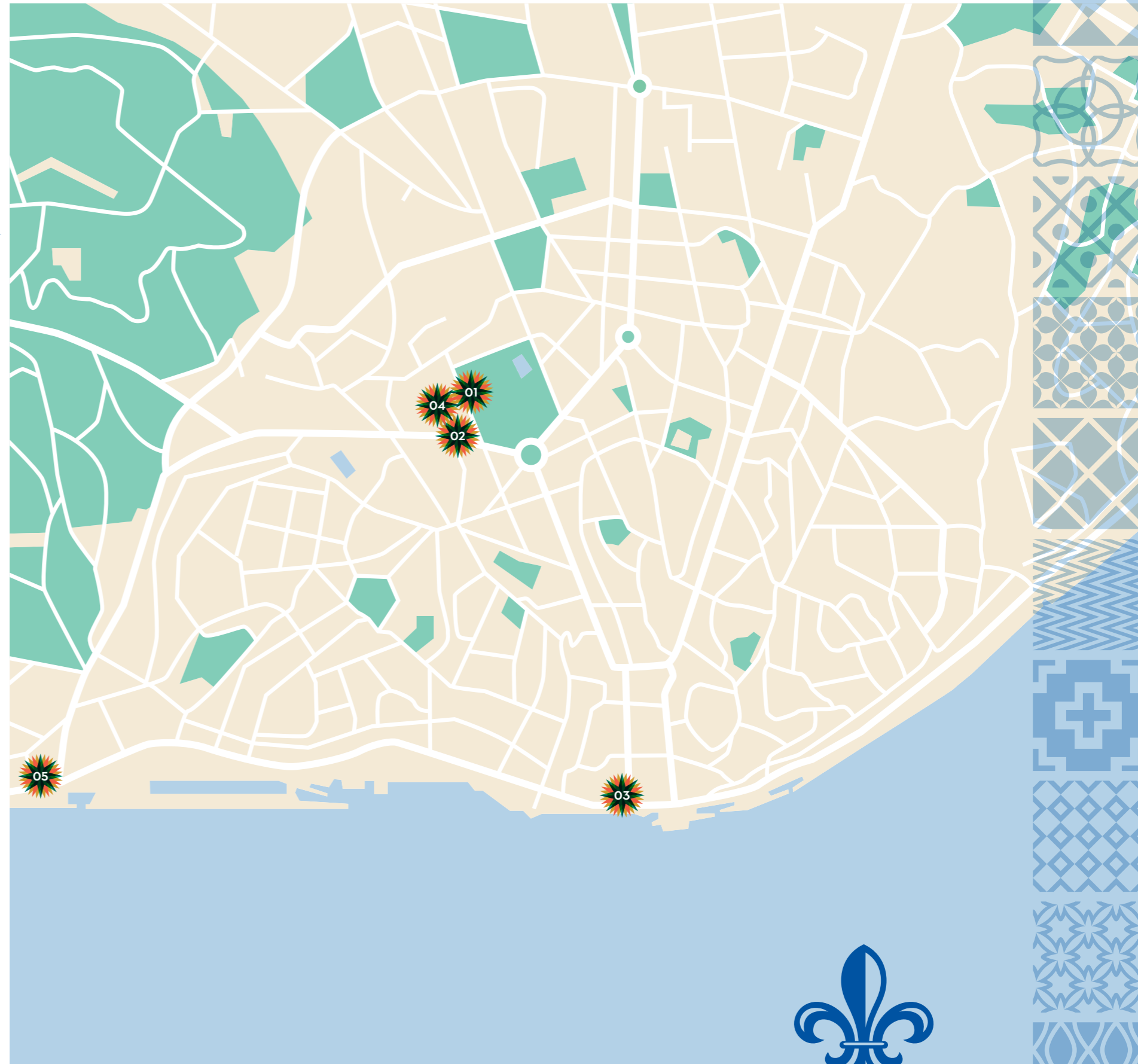
### 04. SATURDAY LUNCH

**InterContinental Lisbon**  
Rua Castilho 149, 1099-034  
Lisbon



### 05. SATURDAY EVENING: DINNER HOSTED BY EDP

**Electricity Museum**  
Av. Brasília, 1300-598  
Lisbon





## SPEAKERS



**MARCO ALVERÀ** @malvera1  
CHIEF RETAIL MARKET GAS & POWER OFFICER  
ENI SPA

**Marco Alverà has been running the Eni global midstream business with a turnover in excess of 100 billion euros since 2012.** In that role he has been responsible for oil and gas portfolio risk management, long-term contracts, business-to-business sales and LNG. He is also CEO of Eni Trading & Shipping. Previously he has managed Eni's exploration and production (E&P) portfolio and Russia, Europe and America's E&P operations. Before joining Eni, Marco served as director of strategy at Enel and as chief financial officer of Wind Telecom, where he oversaw the sale of the company to Orascom. In 2000, he co-founded Netesi, Italy's first broadband ADSL company. He started his career at Goldman Sachs in London in 1997, after graduating in philosophy and economics from the London School of Economics.



**LAURENT AUGUSTE**  
SENIOR EXECUTIVE VICE PRESIDENT OF INNOVATION AND MARKETS  
VEOLIA

**A graduate of École Centrale de Lyon engineering school in France, Laurent Auguste started his career in 1991 as a consultant in Japan at Time Experts in Tokyo.** He then joined Générale des Eaux in 1995 in France. In 1999, after an initial positioning in Shanghai, he founded and led Veolia's water activity in Korea, and then in Japan in 2002. In 2008, he was appointed executive vice president for the Americas. He has been senior executive vice president of innovation and markets at Veolia, and a member of its executive committee, since 2013. Born in 1967, Laurent is a passionate advocate of the development of new game-changing economic and social dynamics, grounded in partnerships across industries, the public sector, NGOs and communities, that are enabling sustainable growth for the decades to come.



**GINA BADENOCH**  
FOUNDER AND CEO  
CAPAXIA

**Gina Badenoch, 34, is a Mexican and British social entrepreneur, creative consultant, photographer and facilitator working across the globe.** In 2006, she founded Mexican charity Ojos que Sienten and, in 2013, social enterprise Capaxia. Gina focuses on authentic leadership to create solutions to develop and manage talent, plus support organisational culture change by embracing and managing unconscious bias in order to achieve a true diverse workforce in order to improve business performance and increase productivity, profits, innovation and employee commitment. She has participated in programmes such as: the 'Global Leadership and Public Policy for the 21st Century' programme at Harvard Kennedy School; 'Foundations for Leadership in the 21st Century: Values' at Yale University; and the Social Entrepreneurship Programme at INSEAD business school. She has been recognised by the World Economic Forum as a Young Global Leader, by Ashoka as a Fellow Social Entrepreneur, by Centro Mexicano para la Filantropía, AC (CEMEFI), and has been awarded a British Empire Medal.



**AJAY BANGA**  
PRESIDENT AND CEO  
MASTERCARD

**Ajay Banga is president and CEO of MasterCard and is a member of its board of directors.** Prior to joining MasterCard in 2009, Ajay was CEO of Citigroup Asia Pacific, responsible for all businesses in the region, including institutional banking, alternative investments, wealth management, consumer banking and credit cards. He joined Citigroup in 1996 and held a variety of senior management roles in the United States, Asia Pacific, and the Europe, Middle East and Africa regions. Ajay began his career at Nestle, India, where for 13 years he worked on assignments spanning sales, marketing and general management. He also spent two years at PepsiCo, where he was instrumental in launching its fast-food franchises in India as the economy liberalised. Ajay is a member of the board of overseers of the Weill Cornell Medical College. He also serves on President Obama's Advisory Committee for Trade Policy and Negotiations, and co-chairs the World Economic Forum's Financial Inclusion Steering Committee.



**JEREMY BENTHAM**  
VICE PRESIDENT, GLOBAL BUSINESS ENVIRONMENT  
ROYAL DUTCH SHELL PLC

**Jeremy Bentham has been in the energy business for more than 30 years.** He joined Shell in 1980 and, following experience in research and technology process design, worked in manufacturing economics, industry analysis and commercial information technology. He then held line-management positions coordinating commercial and production activities at a number of refinery facilities. In 1999, Jeremy joined the leadership of Shell's global commercial technology company, Shell Global Solutions, with responsibility for commercial and strategic developments. He was subsequently appointed chief executive of Shell Hydrogen. Since 2006, he has been the corporate strategy leader responsible for Shell's Global Business Environment team, which is best known for developing forward-looking 'Shell Scenarios' to support strategic thinking. Jeremy read physics at Oxford University and also holds a Master's in management from the Massachusetts Institute of Technology.



**ASHISH BHATT** @ab2904  
MANAGING DIRECTOR  
XYNTÉO

**Ashish Bhatt is a managing director at Xyntéo. He has held senior positions in the public and private sectors in the UK and in the European Union, and has worked closely at senior levels in the US and India.** Prior to joining Xyntéo in 2011, he served as director of an intelligence and geopolitical risk firm; as deputy director of the Ditchley Foundation, a venue for the private discussion of geopolitical issues; as a special advisor to a UK cabinet minister; and as an expert consultant to the EU's Directorate of Justice and Home Affairs. Ashish has also served as a director of the United Nations Association of the UK and as a trustee of WaterAid.

## SPEAKERS



**DR OSVALD BJELLAND** @osvald\_bjelland  
FOUNDER AND VICE CHAIRMAN, THE PERFORMANCE THEATRE  
CHAIRMAN AND CEO, XYNTÉO

Osvald Bjelland is founder and vice chairman of The Performance Theatre. He is also chairman and CEO of Xyntéo, an advisory firm that works with global companies to identify and carry out projects that enable businesses to build growth fit for the resource, climate and demographic realities of the 21st century. Osvald has written for and been interviewed by various publications, including Fortune magazine, the Financial Times, the MIT Sloan Management Review and Strategy & Leadership. He was also an expert commentator for the Harvard Business Review Green initiative. Osvald has a PhD from the University of Leeds, where his thesis focused on the role of leadership in deploying IT to transform information-intensive organisations. He also has an MBA from Brunel University in the UK, and a BA from the Norwegian School of Management. He is a former visiting scholar at Stanford University. Osvald lives in Oslo, Norway, and is married to Thorhild Widvey. They have two sons.



**HARRY BREKELMANS**  
PROJECTS & TECHNOLOGY DIRECTOR AND MEMBER OF THE EXECUTIVE  
COMMITTEE, ROYAL DUTCH SHELL PLC

Harry Brekelmans became projects and technology director, and a member of the executive committee of Royal Dutch Shell plc on 1 October 2014. He joined Shell after graduating in 1990 with a degree in petroleum engineering from Delft Technical University in the Netherlands. He began his career in the research and development department of Shell's exploration and production business in the Netherlands, followed by a variety of assignments in Egypt and the UK. From 2007, he was CEO of Salym Petroleum Development, a Shell joint venture in Russia. In September 2009, he became executive vice president (EVP) for Shell Group strategy and planning. In mid-2011, he returned to Russia as country chairman and EVP for Russia and the Caspian region. He moved back to his native city, The Hague, in the Netherlands, in 2013 to take up a new role as EVP for Upstream International Operated. Harry is a board member of the Global Leadership and Technology Exchange, which connects business, governments and civil society in seeking more efficient, low-carbon growth.



**JOHN BROWNE OF MADINGLEY**  
CHAIRMAN, L1 ENERGY  
CHAIRMAN, THE PERFORMANCE THEATRE

Lord Browne is chairman of L1 Energy, the chairman of the trustees at Tate, the chairman of the board of the Donmar Warehouse, the chairman of the trustees of the Queen Elizabeth Prize for Engineering, chairman of the advisory board of the Blavatnik School of Government and a past president of the Royal Academy of Engineering. He joined British Petroleum (BP) in 1966 and held a variety of posts in the UK and North America. In 1989, Lord Browne became managing director and CEO of BP Exploration and in 1991 joined the board of BP. He was group chief executive from 1995-2007. Voted 'Most Admired CEO' by Management Today from 1999-2002, he was knighted in 1998 and made a life peer in 2001. Lord Browne holds degrees from Cambridge and Stanford universities, and is a Fellow of the Royal Society. His memoirs, 'Beyond Business', were published in 2010. He is also the author of popular science book 'Seven Elements' as well as newly published 'The Glass Closet', a commentary on LGBT diversity and inclusion in the workplace.



**JO CONFINO** @joconfino  
EXECUTIVE EDITOR  
THE GUARDIAN

Jo Confino is an executive editor of the UK Guardian newspaper, chairman and editorial director of Guardian Sustainable Business, and sustainability consultant to parent company Guardian Media Group (GMMG). In August he will join the Huffington Post in New York as executive editor, impact and innovation, and editorial director of 'What's Working'. As a journalist for the past 30 years, he has worked on regional and national newspapers and websites. He was Wall Street correspondent for the Daily Telegraph, and subsequently finance and business news editor for the Guardian. As well as producing an award-winning annual sustainability audit for GMMG, the first one in the sector to be independently verified, he launched one of the world's first interactive sustainability reporting websites. He managed a unique multi-stakeholder development project in the village of Katine and supports the new Guardian global development website. He has completed a Master of Science in responsibility and business practice at the University of Bath and is also an executive coach.



**YVES DACCORD** @YvesDaccordICRC  
DIRECTOR-GENERAL  
INTERNATIONAL COMMITTEE OF THE RED CROSS

Yves Daccord is director-general of the International Committee of the Red Cross (ICRC) in Geneva, a post he has held since 2010. A former journalist, TV producer and international relations expert, his ICRC career has spanned more than two decades in a variety of posts and challenging contexts – including Israel and the Occupied Territories, Sudan, Yemen, Chechnya and Georgia. Prior to his appointment as director-general, he held the posts of head of communication division and director of communications. He assumed the chair of the Steering Committee for Humanitarian Response (SCHR) in January 2015. He holds a degree in political science. Born in 1964, Yves is married with three children.



**BILL DRAYTON**  
CEO  
ASHOKA

Bill Drayton is a true social entrepreneur. He began his career at McKinsey and Co, later moving to the US Environmental Protection Agency where, as assistant administrator, he launched emissions trading reforms. In 1981, he founded Ashoka, to which he was able to devote himself fully after being elected a MacArthur Fellow in 1984. In addition to his leadership of Ashoka, Bill is the chair of Youth Venture, Community Greens and Get America Working! He has won numerous honours throughout his career, including honorary doctorates from Yale and New York University, and the ESSL Social Prize. In 2011, Bill won Spain's esteemed Prince of Asturias award for his work promoting entrepreneurs. Most recently, he received the Harvard Kennedy School's prestigious Richard E Neustadt 2012 Award for Public Policy.

## SPEAKERS



**BENTE E ENGESLAND** @BEngesland  
SENIOR VICE PRESIDENT CORPORATE COMMUNICATION  
STATKRAFT AS

**Bente Engesland is senior vice president of corporate communication at Statkraft, the largest producer of renewable energy in Europe.** She has held leading positions in executive communication management and media for more than 20 years. Prior to Statkraft, Bente was communications director at the Directorate of Immigration (UDI) in Norway. For many years she was head of news and politics at The Norwegian Broadcasting Corporation, NRK. She also headed the political department at major newspaper Aftenposten, including EU responsibility. Bente is engaged in Statkraft's climate policies and was previously on the advisory board at the Fridtjof Nansen Institute, an independent foundation engaged in research on international environmental, energy and resource-management policies. A strong leadership profile and broad international network has led to several board positions in transportation, research and corporate responsibility, and she is presently a board member of Transparency International.



**REMI ERIKSEN** @RemiEriksen  
EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER  
DNV GL GROUP

**Remi Eriksen brings deep and wide management experience from the oil, gas, energy and maritime industries in Asia, Europe and the Americas to his current roles at DNV GL Group.** In particular, he has grown management skills in leading change in a complex, multi-cultural, global business environment to create and capture sustainable growth opportunities. While familiar with general technology challenges and opportunities, Remi's technical expertise lies within offshore and marine technology as well as gas value chains. He has initiated and managed several joint-industry projects in the offshore and marine domain, resulting in global standards and recommended practices. Remi holds a Master's in electronics and computer science from the Norwegian Institute of Technology and executive education from Rice University, IMD and INSEAD. In the course of his career he has also published several professional papers and articles and become an appreciated public speaker. On 1 August, Remi will take up the position of group president and CEO of DNV GL Group.



**PHIL HARRISON MBE**  
CHIEF OPERATIONS OFFICER  
XYNTÉO

**Phil Harrison MBE is responsible for the execution of The Performance Theatre and has advised major companies from around the world in his role as chief operating officer of Xyntéo.** Phil previously worked for over 21 years in the financial sector and in consultancy, and is a fellow of the Royal Geographical Society. He was awarded his MBE for his service to scuba diving.



**PER HEGGENES**  
CEO  
IKEA FOUNDATION

**Per Heggnes is CEO of IKEA Foundation, the philanthropic arm of the Swedish home furnishings company, IKEA.** As CEO, Per sets and drives the foundation's funding and innovation strategies, and is a tireless advocate for children living in some of the world's poorest communities. Since becoming the foundation's first CEO in 2009, Per has presided over its evolution into a global, grant-making philanthropic foundation that funds programmes in more than 35 countries. In 2012, he was appointed to the United Nations Commission on Life-Saving Commodities for Women and Children by UN secretary-general, Ban Ki-moon. Previously, Per was the global head of corporate affairs for shipping and logistics company Wallenius Wilhelmsen Logistics. Prior to that, he was the UK president and CEO for a global public relations firm and co-CEO for Europe. He also served in the Norwegian Air Force and graduated from the University of Augsburg in Germany with an MBA.



**JEREMY A HILLMAN** @JeremyHillman  
DIRECTOR, CORPORATE COMMUNICATIONS  
WORLD BANK GROUP

**Jeremy Hillman is the World Bank Group's director of corporate communications based in Washington DC where he directs the strategic communications efforts in support of the bank's mission to end extreme poverty and build shared prosperity.** Previously, Jeremy, a UK national, was director of external communications at the Bill & Melinda Gates Foundation in Seattle, where he led campaigns on health, development and education issues. Jeremy is also a veteran journalist with the British Broadcasting Corporation (BBC). He was head of the business and economics department at BBC News from 2008 to 2011, where he was responsible for a team of over 150 journalists covering the global financial crisis, and also ran the newsroom of the BBC's 24 hour commercial news channel World News. He has a passion for creative content and building strong communications metrics and measurement capacity.



**BAWA JAIN** @JainBawa  
FOUNDING SECRETARY GENERAL  
WORLD COUNCIL OF RELIGIOUS LEADERS

**Dr Bawa Jain serves as the founding secretary general of The World Council of Religious Leaders (WCORL); the direct outcome of The Millennium World Peace Summit of Religious and Spiritual Leaders, which brought over 2,000 religious and spiritual leaders to the United Nations for the first time in 2000.** WCORL actively pursues religious diplomacy and seeks to serve as a strong interfaith ally to the United Nations, governments of the world and intergovernmental bodies to reduce religiously motivated conflicts and to build peace, harmony and respect. Bawa serves as founding chairman of The World Youth Peace Summit, an initiative that has brought together young leaders from over 100 countries in an effort to harness and explore new and innovative youth-driven initiatives to address global challenges. He co-founded the Religious Initiative of the World Economic Forum, is the founder of the Gandhi-King Awards for Non-Violence, and is a strong proponent of religious diplomacy and responsible leadership.

## SPEAKERS



**VALERIE KELLER**  
STRATEGY EXECUTIVE DIRECTOR  
EY

An executive, entrepreneur and author, Valerie Keller serves as EY strategy executive director and global leader of the EY Beacon Institute. Prior to EY she was CEO of healthcare facilities, housing developments and social enterprises. Founder of Veritas and co-founder of two national coalitions leading housing and healthcare system reform, she has advised US Congressional Committees and led large-scale transformations across sectors. Selected by the World Economic Forum as a Young Global Leader, Valerie has been named to JP Morgan Chase's '20 Under 40' list and The Independent's 'Women Who Mean Business' list, and is a recipient of Change Agent Network's Humanitarian of the Year Award. She serves on the Harvard Kennedy School Women's Leadership Board, the advisory boards of Global Thinkers Forum and the World Policy Institute, and is also a global ambassador for SameSky, a trade-not-aid enterprise working in Africa.



**SAYA SNOW KITASEI** @SayaKitasei  
HEAD OF RESILIENCE  
XYNTÉO

Saya Kitasei is head of resilience at Xyntéo. She is the programme director for the upcoming Global Projects Exchange in November 2015. Saya most recently led a project with The Performance Theatre and Global Leadership and Technology Exchange (GLTE) partner DNV GL to translate the company's vision of global impact for a safe and sustainable future as part of its 150th anniversary year. Prior to joining Xyntéo as an analyst in 2012, Saya led the Natural Gas and Sustainable Energy Initiative at the Worldwatch Institute. She has also worked on climate and energy science and policy at the Center for American Progress, the Climate Institute, and INFORM, Inc. Saya is directing a documentary film about a community in northern Norway with only six permanent residents that is trying to revive and reinvent itself in the 21st century. She holds a Bachelor's in earth systems and a Master's in Russian, East European



**BEN KNELMAN** @bknelman  
FOUNDER AND CEO  
JUNTOS FINANZAS

Ben Knelman is the CEO and co-founder of Juntos, which builds empowering personal finance tools for newly-banked households around the world. Hundreds of millions of new customers in emerging markets are opening up bank or mobile money accounts for the very first time. But typically 60 to 90 per cent of these accounts then sit empty and unused. Juntos' automated conversation platform creates warm, personalised, two-way SMS conversations at massive scale, catalysing client confidence, comfort and successful account usage. Juntos was named the winner of the G20's global innovation award for financial inclusion at the G20 Summit in Mexico City, and works with some of the largest banks and mobile money providers in Latin America and Africa. Named one of the World Economic Forum's Global Shapers under 30, Ben has a background in user-centric product development and economics. He earned his Bachelor's and Master's at Stanford, where Juntos began at the Stanford d.school.



**LIEUTENANT-GENERAL SIR GRAEME LAMB**  
FORMER COMMANDER OF THE FIELD ARMY  
AT LAND COMMAND (UK)

Educated in the Highlands of Scotland, Graeme Lamb joined the British army in 1973 and retired 38 years later. He is the former director of the United Kingdom's Special Forces (UKSF). His operational experience is wide ranging, having been deployed, or in direct support of those deployments, to virtually all the UK's major conflicts since 1973. He is a trustee of Walking With the Wounded, chairs the advisory council to C5, an investment group in Cyber, sits on the Royal United Services Institute's RUSI advisory board, is a non-executive director of both Silversurfers, an internet domain for the over 50s, and AEGIS private security, teaches a little at Yale University, talks occasionally and undertakes work for the UK government.



**JAMES LE MESURIER**  
FOUNDER/DIRECTOR  
MAYDAY RESCUE

James Le Mesurier has spent 20 years working in fragile states as a United Nations staff member, a consultant for private companies and the UK Foreign and Commonwealth Office, and as a British Army Officer. Much of his experience has involved delivering stabilisation activities through security sector and democratisation programmes. Since 2012, James has been working on the Syria crisis, where he started the Syrian White Helmets programme in March 2013. In 2014, he founded Mayday Rescue, a not-for-profit organisation that is dedicated to strengthening local communities in countries that are entering, enduring or emerging from conflict. Mayday works in some of the most dangerous places in the world by training, equipping and building the capacity of local community volunteers to save lives by responding to bomb attacks, wars and disasters.



**JACK LESLIE**  
CHAIRMAN  
WEBER SHANDWICK

Jack Leslie is chairman of Weber Shandwick, one of the world's leading global public relations firms. A strategic communications executive, political consultant and international development activist, Jack helps business leaders integrate global political, economic, cultural and communication trends to create innovative, forward-looking strategy and plans. He is one of the pioneers of political consulting and stakeholder engagement, and has been involved as a strategist in many of the most highly visible campaigns on three continents over the past 30 years. Jack began his career as an aide to Senator Edward Kennedy before becoming president of Sawyer Miller Group, a prominent political consulting firm, in 1985. Jack is chairman of the board of directors of the US African Development Foundation as well as chairman of the USAID Advisory Committee on Voluntary Foreign Aid. He is also a member of the Council on Foreign Relations, chairman of the Ron Brown Scholar Program, and a member of the advisory board for the InterAction Business Council Advisory.

## SPEAKERS



**VERONICA LIE** @VLie\_Xynteo  
EXECUTIVE VICE PRESIDENT OF STRATEGY AND COMMUNICATIONS  
XYNTÉO

**Veronica leads communications and strategy for Xyntéo.** Her main area of responsibility is the Leadership Vanguard, which brings together world-leading companies such as Unilever, MasterCard, DNV GL and Woodside in an initiative aiming to build future-fit leadership – in the partner organisations and beyond. Before joining Xyntéo, Veronica was deputy executive director and head of policy and advocacy at the United Nations Association of the UK, a policy think-tank-cum-campaigning NGO active in international security, human rights and sustainable development. There she wrote regularly on everything from international climate negotiations and maternal mortality to peacekeeping and UN reform; ran public campaigns; and was responsible for outreach to governments, the UK parliament, the UN and the media.



**ALEC LOORZ** @alecloorz  
DIRECTOR  
CIRCLE OF FIRE

**Alec Loorz is a 21-year-old environmental activist from California.** He founded non-profits Kids vs Global Warming when he was 13 and the iMatter Movement at 16, and has remained deeply engaged with the climate change movement ever since. After speaking to hundreds of thousands of young people, organising marches and writing petitions, his focus is now shifting, away from the science and politics of climate change and toward the greater transformation that is occurring in the human psyche. His current project, Circle of Fire, aims to connect young leaders with elders and teachers, and train them to come together with corporate executives and other global decision-makers to collectively transition to a healthy and regenerative society.



**ANTÓNIO MEXIA**  
CEO  
EDP – ENERGIAS DE PORTUGAL, SA

**António Luís Guerra Nunes Mexia has been CEO of Energias de Portugal (EDP) since 2006.** Prior to joining EDP, António was minister of Public Works, Transport and Communication for Portugal's 16th constitutional government. From 2001 to 2004, he was the executive chairman of Galp Energia and from 1990 to 1998 he was director of Banco Espírito Santo de Investimentos. He has been chairman of the board for various organisations, including the Portuguese Energy Association (APE), Petrogal, Gás de Portugal, Transgás and Transgás-Atlântico. António received a degree in economics from Université de Genève (Switzerland), where he was also assistant lecturer in the Department of Economics. He was a postgraduate lecturer in European Studies at Universidad Católica.



**PETER MEYERS** @StandDeliverGrp  
FOUNDER AND PRESIDENT  
STAND & DELIVER GROUP

**Peter James Meyers, founder and president of Stand & Deliver Group, is a communication consultant who has worked with leaders in politics, business, sports and performing arts to achieve greater influence through the spoken word.** A graduate of the University of Southern California, Peter lived and studied at the Zen Yoga Arts Institute in New York, and trained as a performer at the Neighborhood Playhouse. He is the former artistic director of the award-winning Vector Theater Company in San Francisco. In founding Stand & Deliver, Peter synthesised his experience in sports (as a tennis and ski instructor), in theatre (as an actor and director), and in high-performance psychology (as a teacher at the Esalen Institute), connecting the three disciplines to develop Stand & Deliver's curriculum. He has taught performance and leadership skills at the Esalen Institute, American Conservatory Theatre, Stanford University, and the International Institute for Management Development (IMD) in Lausanne, Switzerland.



**NASSER MUNJEE**  
CHAIRMAN  
DEVELOPMENT CREDIT BANK

**Nasser Munjee is an economist and banker, as well as a renowned expert in matters relating to infrastructure and the development of cities.** He is on the board of ten leading companies in India including ABB India, Cummins India, Tata Motors, Tata Chemicals and Ambuja Cements. He is also a director of Jaguar Land Rover in the UK. Nasser was previously president of the Bombay Chamber of Commerce and Industry, the city's oldest chamber of commerce, and he has served on numerous government task forces on housing, infrastructure and urban development.



**TARA NATHAN**  
EXECUTIVE DIRECTOR, INTERNATIONAL DEVELOPMENT  
MASTERCARD

**Tara Nathan is executive director for international development at MasterCard, where she brings to the market solutions leveraging payments technology to advance financial identity, financial inclusion, humanitarian response, and economic formalisation in serving the needs of the unbanked and underserved.** Prior to this role, Tara served as CEO of Mobile Payment Solutions, a MasterCard/Smart Hub joint venture, facilitating mobile payments for consumers in emerging economies who do not have access to financial services. Before joining MasterCard, Tara headed Citigroup's cross-sell business and was a diplomat in the US Foreign Service with posts in Taiwan, Japan and China. Tara serves on the World Economic Forum Global Agenda Council on Humanitarian Response and is on the board of directors for The After School Corporation, a non-profit focused on equalising educational opportunities for children via after-school programmes. She earned a BSFS from the Georgetown School of Foreign Service and an MBA from The Wharton School of Business.

## SPEAKERS



**MARYAM NEMAZEE**  
ANCHOR  
AL JAZERA ENGLISH

**Maryam Nemazee is an experienced television news anchor and journalist. In the last ten years she has worked as a presenter and reporter in Europe, the Middle East, the US and Asia.** Maryam's unique global news experience combines an in-depth knowledge of business news, with international politics. Most recently Maryam has been anchoring for Al Jazeera English in London. She was on air during some of the biggest stories of the past year, including the Charlie Hebdo attack in Paris, the landmark Iran nuclear agreement, and the migrant crisis in the Mediterranean. She has also been involved in detailed coverage of events in Iraq, Syria, and Yemen. Prior to this, Maryam was a London-based anchor with Bloomberg Television, conducting exclusive interviews and real-time analysis of breaking news affecting global markets. Maryam covered major events and stories from the field, including the World Economic Forum in Davos and the European debt crisis.



**OMAR ODEH** @OmarICRC  
DEPUTY HEAD OF DELEGATION, SOMALIA  
INTERNATIONAL COMMITTEE OF THE RED CROSS

**Omar Odeh is an aid worker specialising in protection and programme management.** He is currently the deputy head of delegation for Somalia at the International Committee of the Red Cross (ICRC). Omar joined ICRC in 2007 and has conducted prison monitoring in Tunisia, Algeria, Mauritania, Iraq, Yemen, Somalia and Guantanamo Bay. In 2009 he opened and subsequently oversaw the ICRC's office in Kirkuk, Iraq. In 2011 he was assigned to Yemen as deputy head of delegation during the popular uprisings and eventual transition of power there. Before joining ICRC Omar worked for Medecins Sans Frontieres (MSF) on medical relief projects in Chad and South Sudan. He is a Canadian of Palestinian origin and is currently based in Nairobi, Kenya.



**PAUL POLMAN** @PaulPolman  
CEO  
UNILEVER

**CEO since January 2009, under Paul's leadership Unilever's vision is to decouple its growth from its environmental footprint and increase positive social impact through the Unilever Sustainable Living Plan.** He is chairman of the World Business Council for Sustainable Development, a member of the International Business Council of the World Economic Forum, member of the B Team, and on the board of the UN Global Compact and the Consumer Goods Forum, where he co-chairs the Sustainability Committee. He served on the International Council of the Global Commission on the Economy and Climate, whose flagship report 'New Climate Economy' demonstrates that lasting economic growth can be achieved at the same time as reducing the risk of climate change. At the invitation of the UN Secretary-General, Paul also served on the High-Level Panel on the Post-2015 Development Agenda. He also performs a number of other roles and has received numerous awards.



**MASOMAH REGL**  
TRANSLATOR, INTERPRETER AND CULTURAL MEDIATOR

**Born in 1986 in Kabul, Afghanistan, Masomah Regl lost her leg in a rocket attack on her family's house at the age of seven.** Thanks to a German aid organisation, she got medical treatment and a prosthetic leg in Germany. An Austrian family, which adopted her, opened the doors to formal education. She studied conference interpreting in Graz, Austria, and worked in the social and language sectors during her studies. She now works as an international sales manager with MAM-Machines in Graz, and continues to work and care about migrants in her city by providing interpretation, counseling and integration into the local society. She still has strong ties with Afghanistan and her birth family, half of which lives in Denmark today. She travels to Kabul on a regular basis and supports her family financially. With a film project, she wants to raise awareness for Afghanistan's civil society.



**CHRISTIAN RYNNING-TØNNESEN**  
PRESIDENT AND CEO  
STATKRAFT AS

**Christian Rynning-Tønnesen has been the CEO of Statkraft since 2010 and has previously held various positions in the company's top management from 1992 to 2005. Statkraft is an internationally leading company in hydropower as well as Europe's largest generator of renewable energy.** Christian holds a Master of Science from the Norwegian Institute of Science and Technology, and has previously worked with SINTEF, Esso Norge, McKinsey and from, 2005 to 2010, as chief financial officer and CEO in Norske Skog. He is actively engaged in energy and climate related topics.



**DR RAJIV SHAH** @rajshah  
DISTINGUISHED FELLOW IN RESIDENCE  
GEORGETOWN UNIVERSITY

**Rajiv Shah served as administrator of the United States Agency for International Development (USAID) from January 2010 to February 2015, advancing its mission of ending extreme poverty and promoting resilient, democratic societies.** He pioneered new public-private partnerships, catalysed scientific innovation and enlisted the private sector and bi-partisan Congressional leaders to join in this cause. He also led the US Government's humanitarian response to catastrophic crises around the world, including the Haiti earthquake, Typhoon Haiyan and the Ebola epidemic in West Africa. Previously, he served as undersecretary and chief scientist in the US Department of Agriculture. Prior to that, he spent eight years at the Bill & Melinda Gates Foundation from its inception, where he led efforts in global health, agriculture and financial services.

## SPEAKERS



**JACK SIM** @jackwto  
FOUNDER  
WORLD TOILET ORGANIZATION

Widely known as Mr Toilet, Jack Sim broke the global taboo of toilet and sanitation by bringing the agenda to global media centre-stage with his unique mix of humour and serious facts since 2001. After attaining financial independence at age of 40 as a businessman, he decided to devote the rest of his life to social work. In 1998, he established the Restroom Association of Singapore (RAS) and then in 2001 created the World Toilet Organization (WTO) as a global network and service platform for toilet associations to promote sound sanitation and public health policies. His World Toilet Summit has been hosted as far and wide as Singapore, Belfast, Philadelphia and Delhi. In 2004, Jack was awarded the Singapore Green Plan Award 2012 by Singapore's National Environment Agency (NEA) for his contribution to environment. And in 2007, he became the first Singaporean to be named an Ashoka Global Fellow and in 2008 he was named 'Hero of the Environment' by Time Magazine.



**ANTÓNIO SIMOES**  
CHIEF EXECUTIVE OFFICER, UK  
HSBC BANK PLC

Antonio Simoes is CEO for HSBC in the UK since November 2012, having first joined the company in September 2007 as group head of strategy. He is also deputy chief executive of HSBC Bank plc, the group's principal European subsidiary, where has been a director since January 2012, and is a director of its French subsidiary. He has been a member of the Practitioner Panel of the Financial Conduct Authority (UK conduct regulator) since July 2013 and is a board member of the British Bankers' Association. He joined the Banking Standards Board as practitioner member in April 2015. Antonio is a trustee of 'Movement to Work' – a charity of leading UK employers to tackle youth unemployment working closely with the Prince's Trust. He is a strong advocate of diversity and inclusion, and has been recognised for his contributions by several organisations. Before joining HSBC, Antonio was a partner at McKinsey & Company's London office.



**CHETNA SINHA**  
FOUNDER AND CHAIR  
MANN DESHI MAHILA BANK

Born in Mumbai, Chetna Sinha abandoned the urban lifestyle to pursue a career in farming in the drought-prone area of Maharashtra in Western India. As a result, she experienced first-hand the difficulties facing women in this region, from the lack of financial support to the fact that they were not treated as viable entrepreneurs. She went on to develop India's first rural co-operative bank owned by women. The Mann Deshi Mahila Bank is a micro-enterprise development bank working with low-income women, providing business loans. Mann Deshi aspires to launch one million rural women entrepreneurs through partnerships with social enterprises and mainline financial institutions in India. Chetna was named 'India Social Entrepreneur of the Year 2013' for her work with Mann Deshi; and in 2014, was named a Schwab Foundation Entrepreneur of the Year.



**TOVE STUHR SJØBLOM**  
SENIOR VICE PRESIDENT DEVELOPMENT AND PRODUCTION INTERNATIONAL  
SUB-SAHARA AFRICA, STATOIL

Tove Stuhr Sjøblom has been senior vice president for development and production in Sub-Sahara Africa for Statoil since February 2013. She started her career in Norsk Hydro ASA as exploration geophysicist and project leader. She has experience as exploration manager in both Canada and in the North Sea for Norsk Hydro, and has also been asset manager for the Ormen Lange field development. When Norsk Hydro and Statoil merged, she took over the responsibility for exploration strategy on the Norwegian Continental Shelf. In 2009 Tove became senior vice president for exploration in Norway before she joined Statoil's corporate executive committee as chief staffs officer in 2011. Tove holds a Master of Science in applied geophysics from the Norwegian University of Science and Technology (NTNU).



**ROBERT THURMAN** @BobThurman  
PROFESSOR OF INDO-TIBETAN BUDDHIST STUDIES  
COLUMBIA UNIVERSITY

Robert AF Thurman is the Jey Tsong Khapa professor of Indo-Tibetan Buddhist Studies at Columbia University. Bob delivers lectures around the world and is the author of more than 20 books – his most recent publication is 'Love Your Enemies,' co-written with Sharon Salzberg. His academic and popular writing explores the relevance of Tibetan mind sciences to the contemporary material sciences. It also aims to address the challenges facing the world in the 21st century by promoting an ethic of enlightened self-interest and realistic altruism. Bob has been a close personal friend of the Dalai Lama for half a century, and is the first American to have been ordained a Tibetan Buddhist monk. In 1997, Time magazine named him as one of the 25 Most Influential Americans. He is also editor-in-chief of the Treasury of the Buddhist Sciences, a long-term translation and publication project of the Tibetan Tengyur canon. In addition, he is president of Tibet House US as well as president of the American Institute of Buddhist Studies.



**HANS VESTBERG**  
PRESIDENT AND CEO  
ERICSSON AB

Hans Vestberg is president and CEO of Ericsson Group, the world's leading provider of telecommunications technology and services. Hans joined Ericsson in 1988. He has broad international experience, having held various management positions for Ericsson in China, Brazil, Mexico and the US. He remains the international advisor to the Governor of Guangdong, China. Hans served as Ericsson's chief financial officer from 2007 to 2009 before becoming CEO. Along with the rest of Ericsson's executive team, he is focused on advancing the company's leadership through innovation, technology, services and sustainable business solutions. Under his direction, Ericsson has become the main driver toward the networked society, where connectivity is the fuel of progress. He is a leading advocate of the Millennium Development Goals, and for the potential of mobility and broadband to tackle some of the world's most compelling issues such as poverty, health, education and climate change.

## SPEAKERS



**DR GABRIELLE WALKER**  
CHIEF SCIENTIST  
XYNTÉO

**Chief scientist Dr Gabrielle Walker is an expert on climate change and the energy industry.** She has been a professor at Princeton University and is co-author, with special representative to the UK Foreign Secretary on climate change Professor Sir David King, of the bestselling book 'The Hot Topic', which puts business strategy in its international context for dealing with the energy crisis and climate change. The book was described by Al Gore as 'a beacon of clarity' and by The Times as 'a material gain for the axis of good'. She has written three other books – 'Snowball Earth', 'An Ocean of Air' and 'Antarctica' – and her books have been published in more than 20 countries and translated into a dozen languages. Gabrielle has presented many programmes and series for BBC radio and television and has written for a host of international newspapers and magazines. In addition to her private sector work on policy, technology, consumption, collaboration and climate science/adaptation, she has also worked with several UK government departments and the Asia Development Bank. She has a PhD in natural sciences from Cambridge University.



**ANGELA WILKINSON**  
STRATEGIC FORESIGHT COUNSELLOR, ORGANISATION FOR ECONOMIC  
CO-OPERATION AND DEVELOPMENT (OECD)

**Angela Wilkinson has contributed to over 100 futures studies and has directed several international multi-stakeholder foresight initiatives.** She is currently engaged in upgrading the strategic foresight capabilities of the OECD. Angela has over 30 years of analytical, managerial and consultancy experience, including board-level leadership responsibility. She has worked in a wide range of organisations and international bodies, spanning the public and private sector. She is a member of the World Economic Forum's Global Strategic Foresight Community. Prior to joining OECD in 2013, Angela was director of futures programmes at the Smith School of Enterprise and Environment, and at the Said Business School, at Oxford University. She spent nearly a decade working in Shell, in large part as a senior member of its global scenario team. Trained as a scientist, Angela holds a PhD in physics. She has published many articles on scenarios and foresight, including a book on the 50-plus year history of the Shell scenario practice.



**RICK WHEATLEY** @rickwheatley  
HEAD OF LEADERSHIP AND INNOVATION  
XYNTÉO

**Rick Wheatley is head of leadership and innovation at Xyntéo. He began his career as an officer in the US Army where he served in a range of leadership roles in South Korea and the US.** Rick left the military for client-facing leadership roles at information technology integrator Perot Systems (now Dell Services) before shifting focus to innovation, cultural change, strategy and leadership development in 2003. After several years working on performance culture and leadership engagements for clients in Scandinavia, he took time off to film in-depth interviews with CEOs, thinkers and young professionals, where he tried to connect leadership and purpose to the tremendous changes happening in the world. Seeking to apply this learning and work on the most important issues of our time, Rick joined Xyntéo in 2012 and has since played a key role in developing the company's approach to innovation, leadership and mindset change.



**HANNEKE WILLENBORG** @hannekewillenb1  
VICE PRESIDENT GLOBAL DISHWASH  
UNILEVER

**Hanneke Willenborg worked for the Unilever Netherlands food division for eight years, before relocating to Unilever Russia as marketing manager for spreads.** From Russia, she moved to Rome to work for the company's ice cream division and went on to work in Vermont as the 'Great Brand Mother' for Ben & Jerry's ice cream. In 2012, she transferred to the company's home care category in her current role as vice president of global brand development for dishwasher. Hanneke's purpose is to contribute to solving inequality: in her current job she focuses on empowering women, with Unilever's Sunlight brands aiming to unlock women's time so that women will help create a better tomorrow. She lives in London, UK, with her husband and three children.



**BARONESS BRYONY WORTHINGTON**  
SHADOW MINISTER FOR ENERGY AND CLIMATE CHANGE  
HOUSE OF LORDS

**Baroness Bryony Worthington is the UK Labour party's shadow minister on energy and climate change in the Lords.** An experienced climate campaigner who has worked for Friends of the Earth, Wildlife and Countryside Link, in government, and in the energy sector for British energy company SSE, Bryony was a key member of the team that campaigned for and drafted the UK's world-leading Climate Change Act. Bryony is also the founder of Sandbag, an NGO focused on research and campaigning for effective carbon markets, and a patron of the Alvin Weinberg Foundation, advocating next-generation nuclear power.



# PARTICIPANTS



**AVIGAIL ADAM**  
CEO AND FOUNDER,  
AVIGAIL ADAM JEWELLERY



**MAURICE ADRIAENSEN**  
HEAD OF DEPARTMENT AND  
GLOBAL SERVICE LINE LEADER,  
DNV GL



**PEKKA ALA-PIETILÄ**  
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HUHTAMAKI OYJ



**KIMMO ALKIO**  
PRESIDENT AND CEO,  
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**PETRA BREKELMANS**  
CHAIRWOMAN,  
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**IPEK CEM TAHA**  
DIRECTOR,  
COLUMBIA GLOBAL CENTERS,  
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**DR LUIS AMADO**  
VICE PRESIDENT OF EDP'S GENERAL  
AND SUPERVISORY BOARD; FORMER  
MINISTER OF DEFENCE AND  
FOREIGN AFFAIRS; AND CHAIRMAN  
OF THE BOARD, BANIF



**NUNO AMADO**  
CEO,  
MILLENNIUM BCP



**ALEJANDRO MAZA AYALA**  
FOUNDER AND CEO,  
YO PROPONGO AND OPEN  
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**RITU BANGA**  
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**ANSON CHAN**  
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**DENNIS CHANG**  
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ARTIST



**VITOR BENTO**  
CHAIRMAN,  
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**RICARDO COSTA**  
DIRECTOR,  
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**RODRIGO COSTA**  
EDITOR IN CHIEF,  
EXPRESSO



**MIGUEL COUTINHO**  
GENERAL MANAGER,  
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EDP – ENERGIAS DE PORTUGAL,  
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**PAUL CUMMINS**  
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**VICKY BINDRA**  
PRESIDENT, ASIA PACIFIC AND  
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CHAIRMAN OF THE BOARD,  
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**SUSAN BLOCK**  
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VENDOME PASTRY



**PROFESSOR MICHAEL  
BLOWFIELD**  
PROFESSOR OF CORPORATE  
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# NOTES



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Xyntéo alone is responsible for this document and any errors it contains

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