10th ANNIVERSARY CEF LEADERSHIP RETREAT
“What If…” June 19-21, 2017 | The Palace Hotel | San Francisco, CA

➢ Entire retreat held under the not-for-attribution “Chatham House Rule”
➢ Dress code: Business Casual (jeans encouraged, ties discouraged) except Tues Dinner (business attire)

SUNDAY JUNE 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>12:30-4:45 pm</td>
<td>Optional Field Trip to Muir Woods</td>
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<tr>
<td></td>
<td>Bus Departs 12:30pm, Return to hotel by 4:45pm</td>
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<tr>
<td>6:30-8:30 pm</td>
<td>WELCOME NETWORKING RECEPTION (Spouses welcome, French Parlor)</td>
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<tr>
<td></td>
<td>Sir Robert Swan OBE, Polar Explorer and Founder, 2041</td>
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MONDAY JUNE 19

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>7:00-8:45 am</td>
<td>Breakfast buffet available (Sunset Court)</td>
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<tr>
<td>8:30-8:50 am</td>
<td>NO MORE Excuses: Build Your Own Quick Workout (as little as 7 minutes) when Traveling or “No Time”</td>
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<tr>
<td></td>
<td>Presentation: Effective workout options for moments “you can’t possibly make time” (Spouses welcome, Twin Peaks Room)</td>
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<tr>
<td>9:00-11:45 am</td>
<td>CULTIVATING MINDFUL LEADERSHIP (Spouses welcome, Twin Peaks)</td>
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<td></td>
<td>Interactive Professional Development Workshop</td>
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<td></td>
<td>Participants will work with evidenced-based mindfulness tools in this highly interactive workshop to increase their capacity to lead with courage, wisdom, clarity and compassion. Led by Caroline Chubb Calderon, Founder and Executive Director of Switched On Partners and former leader in WhatIf’s Innovation Culture &amp; Capability Practice and Booz Allen’s Change Management practice.</td>
</tr>
<tr>
<td>Noon-1:25 pm</td>
<td>Opening Luncheon (Ralston Room)</td>
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<tr>
<td></td>
<td>OPENING LUNCH AND KEYNOTE</td>
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<tr>
<td></td>
<td>Bernard J. Tyson, Chairman and CEO, Kaiser Permanente</td>
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<tr>
<td>1:25-1:45 pm</td>
<td>Break - Sunset Court</td>
</tr>
<tr>
<td>1:45-4:45 pm</td>
<td>SENIOR EXECUTIVE “DEEP-DIVE” ROUNDTABLES</td>
</tr>
<tr>
<td></td>
<td>Brief conversation-starter remarks followed by interactive full-group discussion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>Theme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sea Cliff</td>
<td>MAKING SUSTAINABILITY CORE TO BRAND &amp; PURPOSE</td>
</tr>
<tr>
<td>Marina</td>
<td>ALIGNING CORPORATE PHILANTROPY/CSR/CITIZENSHIP/SUSTAINABILITY EFFORTS TO MAXIMIZE IMPACT</td>
</tr>
<tr>
<td>Pacific Heights</td>
<td>ENHANCING SUPPLY CHAIN VISIBILITY &amp; DEEPENING SUPPLIER ENGAGEMENT</td>
</tr>
<tr>
<td>Presidio</td>
<td>MEASURING &amp; PROVING THE BUSINESS VALUE OF SUSTAINABILITY AND GETTING FINANCING</td>
</tr>
<tr>
<td>Telegraph Hill</td>
<td>IMPROVING DESIGN AND INNOVATION PROCESSES THROUGH SUSTAINABILITY</td>
</tr>
</tbody>
</table>
### Discussion Starters:
- **Beth Lowery**, Sr Director, Sustainability and ESG, TPG Capital (Facilitator)
- **Francesca DeBiase**, Chief Supply Chain and Sustainability Officer, McDonald’s
- **Paulette Frank**, VP, Global EHS & Sustainability, Johnson & Johnson
- **Cassandra Garber**, Global Leader, Corporate Social Responsibility Programs, 3M
- **Mitch Jackson**, VP, Environmental Affairs & Sustainability, FedEx
- **Denny McSweeney**, Director, Investor Relations, Northrop Grumman
- **Stephanie Rico**, SVP, Environmental Affairs, Wells Fargo

### Discussion Starters:
- **Vijay Sudan**, VP, Social Impact, 21st Century Fox (Facilitator)
- **Nicola Acutt**, VP, Sustainability Strategy, VMware
- **Tracy Baumgartner**, Executive Director of Sustainability, Comcast
- **Vidal Garza Cantú**, Director of Public Affairs and Strategic Relations, FEMSA
- **Phil Dahlin**, Global Director, Sustainability, Johnson & Johnson
- **Keith Kenny**, VP, Sustainability, McDonald’s
- **Chris Librie**, Senior Director, Global Impact & Giving, eBay
- **Jean Sweeney**, Chief Sustainability Officer, 3M
- **Brigitta Witt**, VP, Corporate Responsibility, Hyatt Hotels

### Discussion Starters:
- **Steven Swartz**, Partner, McKinsey & Co. (Facilitator)
- **Sarah Chandler**, Director, Operations and Environmental Initiatives, Apple
- **Kara Hurst**, Director, Worldwide Sustainability & Social Responsibility, Amazon
- **Laurel Junk**, Chief Supply Chain and Procurement Officer, Kaiser Foundation Hospitals and Health Plan, Kaiser Permanente
- **Catherine Reeves**, Director, EHS&S Communications, Xerox
- **Jessica Synkoski**, Corporate Sustainability Manager, Lockheed Martin
- **Emilio Tenuta**, VP, Global Sustainability, Ecolab
- **Charlene Wall-Warren**, Director, Sustainability, BASF

### Discussion Starters:
- **Karen Clarke-Whistler**, Chief Environment Officer, TD Bank Group (Facilitator)
- **Marianne Balfe**, Director, Energy and Environmental Sustainability, The Americas, Marriott International
- **Dawn Gleiter**, Senior Director of Development, NRG Energy
- **Mike Groppi**, VP, Energy & Sustainability Programs, CBRE
- **Ramé Hemstreet**, Chief Sustainable Resources Officer, Kaiser Permanente
- **Kathy Mulvany**, VP, Corporate Affairs, Cisco
- **Bill Weihl**, Director of Sustainability, Facebook
- **Drew Wolff**, VP, Treasurer, Starbucks Coffee Company

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### 4:45 - 5:45 pm
**Free Time**

### 5:45 - 7:00 pm
**Cocktails and Pre-Dinner Program (Twin Peaks, 2d Floor)**

**ENCOURAGING LEARNING FROM FAILURES**
Facilitator: **Pepe Villatoro**, Co-Founder, [F&ckUp Nights Global](http://fckupnights.com)

### 7:00 - 8:30 pm
**SMALL NETWORKING DINNERS**
Room assignment at registration

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### TUESDAY JUNE 20

**6:30 - 7:15 am**
- **Walk to Waterfront (Meet in Lobby)**
- or -
- **Yoga (Sunset Court)**

**7:00 - 7:15 am**
- **“15-minute Workout” (California Parlor)**

**7:00 - 7:55 am**
**Breakfast buffet available (Ralston Room)**
### LEADERSHIP & NEXT PRACTICES FOR THE SUSTAINABLE CORPORATION

**Past Individual CK Prahalad Award Winners**
- TJ DiCaprio, Senior Director, Community Engagement, Microsoft
- Vidal Garza Cantú, Director of Public Affairs and Strategic Relations, FEMSA
- Neil Hawkins, Corporate VP and Chief Sustainability Officer, Dow Chemical

### SENIOR EXECUTIVE ROUNDTABLES

**Brief conversation-starter remarks followed by interactive full-group discussion**

<table>
<thead>
<tr>
<th>Sea Cliff</th>
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<tbody>
<tr>
<td>CLIMATE RISK: EVALUATION, COMMUNICATION, AND DISCLOSURE</td>
<td>NEW FRONTIERS IN HEALTHY, HIGH-PERFORMANCE BUILDINGS: THE NEXT BIG THINGS</td>
<td>MEASURING SOCIAL IMPACT AND “NET POSITIVE” CONTRIBUTIONS</td>
<td>INCREASING RENEWABLE ENERGY USE: PRACTICAL TIPS FROM THE TRENCHES</td>
<td>COMPARING NOTES ON “SCIENCE-BASED”/“CONTEXT-BASED” GOAL-SETTING</td>
</tr>
</tbody>
</table>

**Discussion Starters:**
- **Ann Condon,** Director, Resource & Environmental Strategies, General Electric (Facilitator)
- **Neil Hawkins,** Corporate VP and Chief Sustainability Officer, Dow Chemical
- **Susan Lorenz-Fisher,** Director, Sustainability, AmerisourceBergen
- **Bruno Sarda,** VP, Sustainability, NRG Energy
- **Bob Dixon,** Head, Sustainability, Siemens USA, Siemens (Facilitator)
- **Robin Bass,** Real Estate & Workplace Services (e)Team Lead, Google
- **Mike Groppi,** VP, Energy & Sustainability Programs, CBRE
- **Samuel Stockdale,** VP, Global Sustainability, JPMorgan Chase & Co.
- **Kristina Kloberdanz,** VP, Corporate Sustainability, MasterCard (Facilitator)
- **Bruce Klafter,** VP, Corporate Social & Environmental Responsibility, Flex
- **Chris Librie,** Senior Director, Global Impact & Giving, eBay
- **Natasha Tuck,** Sustainability Manager, VMware
- **Charlene Wall-Warren,** Director, Sustainability, BASF
- **Mike Faircloth,** President, Chief Global Supply Chain & Information Technology Officer, HanesBrands (Facilitator)
- **Katie Hill,** Head of Supplier Clean Energy Program, Apple
- **Greg Kandankulam,** Senior Manager, Sustainability, NRG Energy
- **Edward Stones,** Global Business Director for Energy and Climate Change, Dow Chemical
- **Terry Grill,** Director, Sustainability-Americas, Sealed Air (Facilitator)
- **Lara Birkes,** VP, Living Progress and CSO, HPE
- **Ed Rogers,** Senior Director, Global Sustainability, UPS
- **David Tulauskas,** Director, Sustainability, General Motors

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### TUESDAY JUNE 20 (continued)

**Break - Sunset Court**

**10:20-10:50 am**

**10:50-12:10 pm**

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</table>

**Discussion Starters:**
- **Denise Naguib,** VP, Sustainability and Supplier Diversity, Global
- **Sarah Chandler,** Director, Operations and Environmental Initiatives, Apple (Facilitator)
- **Jean Sweeney,** Chief Sustainability Officer, 3M (Facilitator)
- **Sophia Mendelsohn,** Director, Sustainability, JetBlue (Facilitator)
- **Bruno Sarda,** VP, Sustainability, NRG Energy (Facilitator)
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Discussion Starters</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:10-12:30 pm</td>
<td><strong>Break</strong></td>
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</tr>
</tbody>
</table>
| 12:30-1:30 pm | **TAKING LEADERSHIP TO THE NEXT LEVEL**  
(Luncheon, Ralston Room)  
**David Crane**, Senior Operating Executive, Pegasus |                                                                                                              |
| 1:30-1:45 pm   | **Break** - Sunset Court                                                                          |                                                                                                              |
| 1:45-3:15 pm   | **SENIOR EXECUTIVE ROUNDTABLES**  
*Brief conversation-starter remarks followed by interactive full-group discussion* |                                                                                                              |
| Sea Cliff   | **TIME FOR A PARADIGM SHIFT IN CORPORATE GOAL-SETTING?**                                           | Ian Olson, Sr. Director, North America Sustainability, McDonald's (Facilitator)  
Joe Doolan, Head of Environmental Affairs, TD Bank Group  
Marié Fukudome, Senior Manager, Environmental Affairs, Hyatt  
Josh Henretig, Senior Director, Sustainability Solutions and Partnerships, Microsoft  
Steve Shestag, Director of Environment, Boeing |
| Marina      | **COMPARING NOTES ON CORPORATE WELLNESS INITIATIVES: WHAT’S WORKING, HOW TO MEASURE IMPACT?**     | Kathy Gerwig, VP, Employee Safety, Health & Wellness; Environmental Stewardship Officer, Kaiser Permanente (Facilitator)  
Amy Ellis, Manager, Retirement and Wellness, The Clorox Company  
Laura Keenan, Corporate Sustainability Officer & VP, Project Management and Corporate Art, Fidelity Investments |
| Pacific Heights | **IMPROVING ENTERPRISE-WIDE ENERGY INTELLIGENCE & PRODUCTIVITY: SHARING PRACTICAL TIPS**   | Lynda Clemons, VP, NRG Business Solutions, NRG Energy (Facilitator)  
Noel Mak, Senior Process Leader, EHS, ATI Metals, Allegheny Technologies Inc.  
Marty Moran, Director, Operations & Programs, Corporate Energy, Environment, Safety & Health, Lockheed Martin  
John Schaaf, VP & General Manager, Distributed Energy Storage, Johnson Controls |
| Presidio    | **STRENGTHENING PEOPLE/PLANET CONNECTIONS IN ANALYSIS, GOALS, COMMUNICATIONS**                    | Rob Bernard, Chief Environmental Strategist, Microsoft (Facilitator)  
Tamara Barker, Chief Sustainability Officer, VP, Environmental Affairs, UPS  
Raj Rajan, RD&E VP, Sustainability, Ecolab  
Scott Tew, Executive Director, Center of Energy Efficiency & Sustainability, Ingersoll Rand |
| Telegraph Hill | **RESPONDING TO ACTIVIST SHAREHOLDERS/INVESTORS ASKING FOR MORE**                             | Discussion Starters: Davido Tulauskas, Director, Sustainability, General Motors (Facilitator)  
Beth Lowery, Sr Director, Sustainability and ESG, TPG Capital  
Denny McSweeney, Director, Investor Relations, Northrop Grumman  
Douglas Sabo, VP, Head of Corporate Responsibility & Philanthropy, Visa Inc. |
### TOP INNOVATIONS AND POTENTIAL DISRUPTORS - FEATURING SPECIAL GUEST SPEAKERS

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<tbody>
<tr>
<td><strong>FROM CAPEX TO OPEX: SEIZING OPPORTUNITIES IN THE “AS A SERVICE” REVOLUTION?</strong></td>
<td><strong>DATA DATA EVERYWHERE: HARNESsing THE NEW POSSIBILITIES FOR SUSTAINABILITY</strong></td>
<td><strong>CLOSING THE CARBON CYCLE: INNOVATIONS UNDERWAY AND ON THE HORIZON</strong></td>
<td><strong>TIME TO RETHINK IMPACT INVESTING?</strong></td>
<td><strong>POWER SHIFT: UNLOCKING NEW CLEAN ENERGY POSSIBILITIES AT THE LOCAL LEVEL</strong></td>
</tr>
</tbody>
</table>

**Free Time**

**Bus leaves for California Academy of Sciences**

**C.K. PRAHALAD AWARDS DINNER AT CALIFORNIA ACADEMY OF SCIENCES (Spouses welcome)**

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### WEDNESDAY JUNE 21

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
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<tbody>
<tr>
<td>6:30-7:15 am</td>
<td><strong>Yoga (Sunset Court)</strong></td>
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<tr>
<td>7:00-7:15 am</td>
<td><strong>“15-minute Workout” (California Parlor)</strong></td>
</tr>
<tr>
<td>7:00-7:55 am</td>
<td><strong>Breakfast buffet available (Ralston Room)</strong></td>
</tr>
<tr>
<td>8:00-8:55 am</td>
<td><strong>Over breakfast (Ralston Room)</strong> <strong>TACKLING CLIMATE CHANGE: “FROM GAME OVER TO GAME ON”</strong> Paul Hawken, Recommendations from Project Drawdown</td>
</tr>
<tr>
<td>Sea Cliff</td>
<td>Marina</td>
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**Discussion Starters:**

- Mike Wallace, Managing Director, BrownFlynn and Chris Walker, Director, North America, WBCSD (Co-Facilitators)
- Travis Antoniono, Sustainability Funds Investment Officer, California State Teachers’ Retirement System
- Verity Chegar, VP, ESG Strategist, BlackRock
- Eric Fernald, Executive Director, ESG Research, MSCI
- Steve Lippman, Director, Technology and Corporate Responsibility, Microsoft
- Pierre-François Thaler, Co-Founder and Co-CEO, EcoVadis
- Kara Sparks, Director, Product Stewardship & Regulatory Affairs North America, BASF
- Allen White, Co-founder, GRI and Founder, Global Initiative for Sustainability Ratings

<table>
<thead>
<tr>
<th><strong>TRANSPARENCY: SMARTER</strong></th>
<th><strong>THE NEXT WAVE OF CORPORATE WATER RISK MANAGEMENT &amp; LEADERSHIP: Where are the Greatest Gaps and Opportunities?</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Patansti, John</td>
<td>Daniel Vermeer, Executive Director, Center for Energy, Development, &amp; the Global Environment, Duke University (Facilitator)</td>
</tr>
</tbody>
</table>

**Kailash Satyarthi, Nobel Peace Laureate**

**Closing Full Group Luncheon (Ralston Room)**

**WHAT IF...**

12:15-1:30 pm

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**OPTIONAL “BEHIND-THE-SCENES” TOUR OF LEED PLATINUM CITY HALL**

Private Tour of San Francisco City Hall, oldest LEED Platinum-certified building in the United States

Led by Mark Palmer, LEED Fellow, Senior Green Building Coordinator, San Francisco’s Department of Environment; Chair of Municipal Green Building Task Force

Depart hotel at 2:00 pm - Space is limited, Requires advance sign-up