



Global Leadership & Technology Exchange



# Global Leadership and Technology Exchange

9-11 November 2009, Old Town Alexandria

**PROGRAMME**

*Xyntéo.*

## ABOUT GLTE

The Global Leadership & Technology Exchange is an international consortium of some of the world's leading businesses from a range of industries – including oil and gas, shipping, financial services and IT. GLTE partners work together to transform thinking about the climate challenge into low-carbon innovation and growth.

GLTE partners span three continents and include Acergy, Det Norske Veritas, Deutsche Bank, Gazprom, General Motors, the Norwegian Shipowners' Association, Siemens, Statoil, Tata Consultancy Services, Tata Sons, Unilever, Wilh. Wilhelmsen, the World Trade Centers Association and Yara.

GLTE was founded by Xyntéo, the Anglo-Scandinavian strategic advisory firm that specialises in low-carbon growth solutions.

For more information about GLTE and Xyntéo visit [www.xynteo.com](http://www.xynteo.com)

Creating Growth  
Solutions  
*for the*  
Low Carbon Economy™

## PROGRAMME OVERVIEW

The Global Leadership & Technology Exchange has three objectives: it seeks to provide partners with new knowledge of the low-carbon economy; it aims to foster new networks of companies and senior executives engaged in the pursuit of low-carbon growth; and it endeavours to open up new opportunities for collaborative projects to unlock low-carbon innovation.

The group meets twice a year, at “exchanges” which explore a different aspect of the GLTE strategic framework for low-carbon growth. The framework gives business leaders a model to help them capture value in the shift to the low-carbon economy.

A key pillar of the model is the need for strong engagement with regulators. We will therefore devote much of this exchange to the interplay between business and government – focusing on what comes naturally from staging an event in Washington. We will explore not only what domestic government needs to do to decarbonise growth but also what steps our global institutions need to take to support the low-carbon transition. We will also challenge participants to re-think what it will really take to achieve sustainable consumption and production.

The GLTE model emphasises collaborative action. Since the group last met, in Berlin in June, members have carried out several joint projects and studies. One session at the Washington exchange will showcase these case studies of low-carbon collaboration.



## DAY ONE: MONDAY, 9 NOVEMBER

### 18.30 – 21.30 OPENING DINNER

18.30 – 19.15 Welcome and cocktails  
[Hotel Monaco](#), 480 King Street, Alexandria

19.15 – 21.30 Dinner, also at the Hotel Monaco, with speech  
“The Politics of Washington Politics” by [Ambassador James R. Jones](#), CEO of ManattJones Global Strategies, former Chairman and CEO of the American Stock Exchange, former US Ambassador to Mexico and former US Congressman

## DAY TWO: TUESDAY, 10 NOVEMBER

08.15 Arrival and registration  
[Gadsby's Tavern](#), 134 North Royal Street, Alexandria  
Located a short walk away from the hotel. Coffee and tea will be available during registration.

### 08.30 – 09.00 INTRODUCTION TO THE WASHINGTON GLTE

Opening remarks by [Dr Osvald Bjelland](#), Xyntéo Chairman, and introduction to the facilitators:  
■ [Todd Benjamin](#), Senior Advisor, Xyntéo and former Financial Editor, CNN  
■ [Johan Nic. Vold](#), Vice Chairman, Xyntéo

### 09.00 – 10.45 WORKING SESSION 1

Towards a Sustainable Energy Mix: the Interplay between Business and Government

09.00 – 09.45 **Presentations:**  
■ [David Rodgers](#), Director, Strategic Planning & Analysis, Office of Energy Efficiency & Renewable Energy, US Department of Energy

- [Thomas Weirich](#), Director, Membership & Corporate Relations, American Council on Renewable Energy
- [Dr Bryan Hannegan](#), Vice President, Environment & Renewables, Electric Power Research Institute

09.45 – 10.45 Table and plenary discussion

10.45 – 11.15 Coffee break

### 11.15 – 13.00 WORKING SESSION 2

The Road to Sustainable Consumption and Production – Time to Re-think?

11.15 – 12.00 **Presentations:**

- [Dr Robert Traer](#), lecturer at Dominican University and author of “Doing Environmental Ethics”
- [David Pumphrey](#), Deputy Director and Senior Fellow, Energy & National Security Program, Center for Strategic & International Studies
- [Dr Gabrielle Walker](#), BBC presenter and co-author of “The Hot Topic”

12.00 – 13.00 Table and plenary discussion

13.15 – 14.15 Lunch at [Restaurant Eve](#), 110 South Pitt Street, Alexandria  
Located a short walk away from Gadsby's Tavern

### 14.30 – 16.45 SHOWCASE OF GLTE PROJECTS

Case Studies of Low-Carbon Collaboration

14.30 – 15.30 **PART ONE:**

Moderated by [Dr Osvald Bjelland](#) and [Phil Harrison](#), Chief Operations Officer of Xyntéo, this two-part session will feature these presentations:

- **Introduction: Leveraging Projects to Create Growth Solutions for the Low-Carbon Economy**  
[Dr Osvald Bjelland](#), Chairman, Xyntéo

■ **Leadership through Rough Seas: Piloting Shipping to Low-Carbon Growth**

*Joint report (NSA and Xyntéo) about the implications of the low-carbon economy on the international shipping industry*

**Thor Jørgen Guttormsen**, Vice President, Norwegian Shipowners' Association

■ **Minimising Emissions through Supply Chain Optimisation**

*Joint analysis (WWL, Tata Motors and Xyntéo) to identify potential carbon savings along the post-manufacturing value chain of Tata passenger cars*

**Stephen Cadden**, Group Vice President, Logistics, Wilh. Wilhelmsen

■ **IT for Greening**

*Partnership (TCS and Xyntéo) to identify ways of using IT to drive low-carbon growth*

**N. Chandrasekaran**, CEO and Managing Director, Tata Consultancy Services

Followed by table discussion

15.30 – 16.00 Coffee break

**16.00 – 16.45** PART TWO:

■ **The Carbon Footprint of a North Sea Development**

*Collaborative project (Acergy, Statoil and Xyntéo) to map low-carbon pathways in the offshore supply chain*

**Bjørn Myklatun**, Chairman of the Board, Acergy Norway

■ **Siemens North Sea Energy Study**

*Collaborative project to explore how the energy resources of the North Sea could be leveraged to reduce greenhouse gas emissions and the cost of supplying energy to Europe*

**Dr Georg Fronja**, Head of Strategy, Energy Sector, Siemens

■ **Natural Gas as a Bridging Fuel to a Low-Carbon World**

*Joint study into the role of natural gas in helping to decarbonise the global economy*

**Dr Alexander Medvedev**, Deputy Chairman, Gazprom and Director General, Gazprom Export

Followed by table and plenary discussion

16.45 – 18.30 Free time

**18.30 – 21.30** DINNER

18.30 – 19.15 Cocktails

**Chart House Restaurant**, 1 Cameron Street, Alexandria

Located a short walk away from the hotel

19.15 – 21.30 Dinner, also at the Chart House Restaurant

**DAY THREE: WEDNESDAY, 11 NOVEMBER**

08.00 Leave Hotel Monaco and walk to **Gadsby's Tavern**

**08.15 – 09.15** LEARNING CAFE

Moderated by **Peter Carlin**, Senior Advisor at Xyntéo, this session will feature brief presentations and Q&A with low-carbon innovators:

■ **Geir Nørstad**, Product Manager, Logit Systems

■ **Michael Parrella**, CEO, Gtherm

■ **Kjell Olav Kristiansen**, Director of Advisory Services, Point Carbon North America

■ **Samir Menon**, CEO, NatureFirst, TCS Ecological Sustainability Unit

Coffee and continental breakfast to be available

**09.15 – 09.45** GLTE KEYNOTE ADDRESS

“Visions for a Low-Carbon US Economy” by **Peter Darbee**, Chairman, CEO and President, PG&E Corporation

**09.45 – 10.20** WORKING SESSION 3

The Role of the Multilateral Institutions in Building a Low-Carbon World

Presentations:

■ **Vikram Widge**, Global Head, Carbon Finance, International Finance Corporation (World Bank Group)

- **Suman Bery**, Director General, National Council of Applied Economic Research
- **Professor Robert Socolow**, Co-Director, Carbon Mitigation Initiative, Princeton University

**10.20 – 10.50** Responses and plenary discussion

**10.45 – 11.00 CONCLUDING REMARKS**

By **Dr Osvald Bjelland**, Chairman, Xyntéo

## DISCUSSION QUESTIONS

### WORKING SESSION 1

Discuss the major policies individual governments could realistically implement to ensure the required share of renewables in the 2020 global energy mix. Under what circumstances should some of these policies be “energy-source specific”?

### WORKING SESSION 2

What is the table’s view of sustainable energy consumption? Can we reach this goal from our current path? Or is there some future mix of technologies or revised global metrics such as carbon intensity (CO<sub>2</sub> emissions per unit of value added) in the making that will take us there?

### GLTE PROJECTS SHOWCASE PART 1

Where do you see opportunities for collaborative projects to create low-carbon growth between or within companies in your group?

### GLTE PROJECTS SHOWCASE PART 2

What leadership actions are needed from you and your colleagues to make a reality of collaborative projects which create low-carbon growth?

## BIOGRAPHIES



### TODD BENJAMIN

Senior Advisor

Xyntéo

**Todd Benjamin** is well-known to television audiences across the globe. For 26 years he worked as an anchor, correspondent and financial editor for CNN. During that time he was based in Washington DC, New York, Tokyo and London.

An award-winning journalist, Mr Benjamin has interviewed everyone from Mikhail Gorbachev to Bill Clinton and Alan Greenspan. He has also interviewed several of the world’s leading CEOs, including Lou Gerstner, Jack Welch and Carlos Ghosn in his CNN series, Benjamin’s Boardroom.

Mr Benjamin is Senior Advisor to Xyntéo, an Anglo-Scandinavian advisory firm that guides companies in the transition to a low-carbon economy.

Mr Benjamin continues to appear on CNN as an independent analyst to provide live commentary and analysis, and to write a blog for the CNN website, where his views on the economy, financial markets, energy and other issues are widely followed.

A visiting lecturer in leadership for the London Business School Executive Education Programme, Mr Benjamin also moderates conferences and events for businesses and organisations around the world.



### SUMAN BERY

Director General

National Council of Applied Economic Research

**Suman Bery** has, since January 2001, held the position of Director General of the National Council of Applied Economic Research (NCAER) in New Delhi. The NCAER is one of India’s leading independent policy research institutions and undertakes social science research, with sponsorship from the government, private and international sectors. It is particularly respected for its work on economic forecasting, household surveys, infrastructure, trade policy and human development.

Before joining the NCAER, Mr Bery was with the World Bank in Washington DC. Areas of focus included macroeconomics, financial markets, public debt management and Latin America. From 1992 to 1994, Mr Bery worked as Special Consultant to the Reserve Bank of India, Bombay, where he advised the governor on financial sector policy, institutional reform, and market development and regulation.

In addition to serving on numerous government committees, Mr Bery has served as an independent non-Executive Director on the board of the State Bank of India, India's largest commercial bank. Mr Bery was recently appointed to the Economic Advisory Council to the Prime Minister of India as one of four part-time members.

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### **OSVALD M. BJELLAND**

**Chairman**  
**Xyntéo**

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**Osvald M. Bjelland** is Chairman of Xyntéo, the Anglo-Scandinavian advisory firm that equips business leaders with the tools and knowledge to unlock low-carbon growth. Under his leadership Xyntéo founded the Global Leadership & Technology Exchange, an international consortium of businesses engaged in the pursuit of low-carbon innovation.

An entrepreneur and academic, Dr Bjelland is also Chairman of The Performance Theatre Foundation, which stages an annual forum to inspire world leaders, from across disciplines and geographies, to develop early, innovative responses to emerging challenges to global business.

He has written for or been interviewed by various publications, among them Fortune Magazine, the Financial Times, MIT Sloan Management Review and Strategic Leadership. He was an expert commentator for the Harvard Business Review Green Initiative.

Dr Bjelland has a PhD from the University of Leeds (UK); his doctorate focused on the role of leadership in deploying IT to transform information-intensive organisations. He also has an MBA from Brunel University (UK) and a BA (siviløkonom) from the Norwegian School of Management. He is a visiting scholar at Stanford University.

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### **STEPHEN CADDEN**

**Group Vice President, Logistics**  
**Wilh. Wilhelmsen**

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**Stephen Cadden** has 22 years of experience in the international shipping and logistics industry.

He began his career as a management trainee in a Maryland-based subsidiary of Furness Withy Terminals of the UK. During the 1990s, he held a variety of management positions within the US subsidiary of Wallenius Rederi, a Swedish-based shipping company. Subsequent to the merger between Walleniusrederierna AB and Wilhelmsen Lines ASA, Mr Cadden took responsibility for leading the development of the logistics business for Wallenius Wilhelmsen Lines AS, based in London and Oslo.

In 2005, Mr Cadden relocated to Seoul, South Korea, to take up the role of International Development Director for GLOVIS, a Korean-based logistics business and Hyundai Motor Group affiliate. In 2007, Mr Cadden returned to Norway to head up the newly formed logistics division for Wilh. Wilhelmsen ASA as Group Vice President.

Mr Cadden, an American citizen, is based in Oslo and holds an MBA from the University of Baltimore.

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### **PETER CARLIN**

**Senior Advisor**  
**Xyntéo**

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**Peter Carlin** is Senior Advisor at Xyntéo, the strategy advisory firm that specialises in low-carbon growth. He has a strong background both as a management consultant and as a director for large multinational companies.

Before joining Xyntéo, Mr Carlin spent three years as Vice President of Marketing at Otrum, a Norwegian hotel television systems company, and three years with AxCel Global Consultants, where he assisted large logistics providers and multinational industrial companies with marketing and sales issues.

During his time at McKinsey & Co.'s Stockholm and Paris offices, Mr Carlin helped mainly Scandinavian companies successfully resolve sales and marketing challenges in southern Europe. He has also held senior positions at Frigoscandia, Europe's leading frozen food logistics provider, including as Vice President of Marketing & Human Resources and as Managing Director of its French subsidiary.

Mr Carlin has a master's in engineering physics from Lund University and an MBA from INSEAD.

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### **NATARAJAN CHANDRASEKARAN**

**CEO and Managing Director**  
**Tata Consultancy Services**

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**Natarajan Chandrasekaran** ("Chandra") is the Chief Executive Officer and Managing Director of Tata Consultancy Services.

Responsible for formulating and executing the company's global strategy, Mr Chandrasekaran has been at helm of several key strategic transitions at TCS since 2002, when he took on the role of head of global sales. As Chief Operating Officer, he was the architect of a new organisational structure unveiled in 2008 which created multiple agile business units focused on domains and markets.

Under Mr Chandrasekaran's leadership, TCS has implemented its unique Global Network Delivery Model (GNDM™) across five continents. It has ventured into new markets, including Europe, China and Latin America, and added new business lines.

Mr Chandrasekaran has also spearheaded the domain diversification drive which has seen the company enter new verticals like media, information services and hi-tech. All of these have matured into sizeable businesses under his mentorship and guidance. He is on the board of Tata Business Support Services, as well as many TCS subsidiaries.

Mr Chandrasekaran joined TCS in 1987 after completing his master's in computer applications from Regional Engineering College, Trichy, Tamil Nadu. He also holds a BSc in applied science from the Coimbatore Institute of Technology, Tamil Nadu. Outside the office, he is a passionate long-distance runner who competed in the Mumbai marathon in 2007 and 2008.



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**PETER A. DARBEE**  
Chairman, CEO and President  
PG&E Corporation

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**Peter A. Darbee** is Chairman of the Board, Chief Executive Officer and President of PG&E Corporation. Since becoming CEO in 2005, Mr Darbee has spearheaded major new initiatives to establish PG&E as an industry front-runner in customer satisfaction, operational excellence and environmental leadership.

With a record of success in both competitive and regulated businesses, Mr Darbee joined PG&E Corporation in 1999 as Senior Vice President and Chief Financial Officer. In that capacity, he led the design and execution of PG&E's landmark financial reorganisation following the California energy crisis. The effort proved to be one of the most successful corporate restructuring efforts ever completed, allowing PG&E to achieve investment grade credit ratings immediately upon its exit from Chapter 11.

Before joining PG&E, Mr Darbee was Vice President and Chief Financial Officer of Advanced Fibre Communications. Prior to that, he was CFO and Controller at Pacific Bell. Earlier, as an investment banker with Goldman Sachs, he was Vice President and co-head of the company's energy and telecommunications group. He also held positions at Salomon Brothers and AT&T.

Mr Darbee is a member of the boards of directors of PG&E Corporation and Pacific Gas & Electric Company. He is a member of the Edison Electric Institute Executive Committee, serves as Chairman of the CEO Policy Committee on Public & Governmental Affairs and is a member of the CEO board of the Clean Energy Group. In these roles, he has become one of the industry's most active leaders on the issues of climate change, energy efficiency, renewable energy, the "smart grid" and other aspects of energy and environmental policy.

Mr Darbee earned his bachelor's degree in economics from Dartmouth College and an MBA from the Amos Tuck School of Business at Dartmouth.

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**GEORG J. FRONJA**  
Head of Strategy, Energy Sector  
Siemens

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**Georg J. Fronja** has been head of the strategy department in the Siemens Energy Sector since February 2009. He began his career at Siemens in 1988 as a management trainee. After completing his studies and holding numerous posts within and outside of Germany, Dr Fronja was appointed Head of Controlling of the Corporate Unit in 2001. In 2003, he became head of business administration for Communications Mobile Networks for Siemens China. In 2007, he was entrusted with strategy projects within the Power Transmission & Distribution Group (PTD) until his appointment to his current position.

Dr Fronja has a degree in economics from the University of Cologne and a doctorate from the University of Brunswick, Germany.

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**THOR JØRGEN GUTTORMSEN**  
Vice President, Norwegian Shipowners' Association  
President, Leif Höegh & Co.

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**Thor Jørgen Guttormsen**, Vice President of the Norwegian Shipowners' Association, has been President of Leif Höegh & Co. since 2005. Mr Guttormsen was also CEO of Höegh Autoliners until his retirement from that position in November 2008. He is now a member of the boards of companies within the Höegh group.

Outside of the Höegh group, he has held positions as Managing Director of JSA Holding BV and as Manager in IKO Strategi AS and PricewaterhouseCoopers. He is a member of the board of ECSA, the European Community Shipowners' Association.

Mr Guttormsen began his career as System Consultant and Business Secretary with Vinmonopolet before the first of his engagements with Leif Höegh & Co. – first as Assistant Manager, Finance and then as Project Manager in the tank/bulk division.

Thor Jørgen has an MSc from the Norwegian School of Economics & Business Administration and a qualification in administrative management from IMEDE in Switzerland.

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## **BRYAN HANNEGAN**

**Vice President, Environment & Renewables  
Electric Power Research Institute (EPRI)**

**Bryan Hannegan** is Vice President, Environment & Renewables for the Electric Power Research Institute (EPRI). In this capacity, Dr Hannegan leads the teams responsible for EPRI's research into technologies and practices that enable cleaner and more efficient renewable power generation options, and reduce the environmental footprint associated with electric power generation, delivery and use.

Prior to joining EPRI in September 2006, Dr Hannegan served in a dual capacity as Chief of Staff for the White House Council on Environmental Quality (CEQ), and Acting Special Assistant to the President for Economic Policy. During his tenure, he led the development of the President's Advanced Energy Initiative and assisted federal agencies in their implementation of the Energy Policy Act of 2005 (EPACT 2005). At CEQ, Dr Hannegan also coordinated federal agency policies and activities on a wide range of environmental issues affecting air, water, land and ecosystems.

Between 1999 and 2003, Dr Hannegan served as Staff Scientist for the US Senate Committee on Energy & Natural Resources, where he handled energy efficiency, renewable energy, alternative fuels and environmental aspects of energy production and use. He put together the first draft of what would become EPACT 2005, and was a principal staff member for action on energy and climate legislation during the 107<sup>th</sup> Congress.

A climate scientist, engineer and energy policy expert, Bryan Hannegan holds a doctorate in earth system science and an MSc in engineering from the University of California, Irvine and a BSc in meteorology from the University of Oklahoma.

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## **PHIL HARRISON**

**Chief Operations Officer  
Xyntéo**

**Phil Harrison** is Chief Operations Officer at Xyntéo, a strategic advisory firm that specialises in low-carbon growth solutions. He oversees all projects and advises major companies from around the world. Past clients include ABB, IBM, Norsk Hydro, Tata Sons and Tarmac.

Mr Harrison is also responsible for the execution of the Performance Theatre, an annual forum which aims to inspire world leaders, from across disciplines and geographies, to develop early, innovative responses to emerging challenges to global business.

Mr Harrison has a strong background in delivering organisational change in a multicultural con-

text and in-depth experience of business and project management, relationship management and the leadership of large teams. He previously worked for over 21 years both in the financial sector – for NatWest and MasterCard – and in consultancy, for The Performance Group.

He is a fellow of the Royal Geographical Society and Vice President of the UK governing body for scuba diving.

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## **JAMES R. JONES**

**CEO**

**ManattJones Global Strategies**

**James Jones's** practice focuses on international trade, investment and commerce, business-government relations and financial services. He has also worked extensively with global distribution and marketing organisations targeting Latin America, Asia and the Middle East.

Mr Jones currently provides business development advice and consulting for clients, with a special focus on Mexico and Latin America. For example, he provides strategic advice to Toyota, and assisted its entry into the Mexican automobile market. He works with energy firms such as Williams and ConocoPhillips in Mexico, Venezuela and Ecuador. He represented MetLife in its purchase of a privatised Mexican insurance company, as well as a US-Mexico joint venture to build a water treatment project in Mexico. He is also helping a US developer establish projects in Mexico and a Class I US railroad with transportation investments in Mexico and Panama. Mr Jones also advises clients on business and government strategies in the US.

Prior to joining Manatt, Mr Jones served as US Ambassador to Mexico (1993-1997). He played a key leadership role during the Mexican peso crisis, during the passage and implementation of NAFTA and in cooperative efforts to combat drug trafficking.

Mr Jones was previously President at Warnaco International, as well as Chairman and CEO of the American Stock Exchange in New York (1989-1993). During his tenure at AMEX, listings, revenues and market share increased.

As a member of the US House of Representatives from Oklahoma (1973-1987), he was Chairman of the House Budget Committee and a ranking member of the House Ways and Means Committee, where he was active in tax, international trade, Social Security and health care policy.

Mr Jones was only 28 when President Lyndon Johnson selected him as Appointments Secretary, the position presently entitled Chief of Staff. He was the youngest person in history to hold this position.

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**KJELL OLAV KRISTIANSEN**  
Director of Advisory Services  
Point Carbon North America

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**Kjell Olav Kristiansen** is Director of Advisory Services at Point Carbon North America.

He has three decades of energy and environmental market experience. He worked for 19 years for the Norwegian government in senior positions, in both oil and natural gas exploration and production, as well as in electricity market restructuring and environmental policy-making. In the private sector he was partner and Executive Vice President of a power trading company and co-owner and Chairman of a carbon consulting company. He also ran his own energy consulting company, which focused on European energy and environmental policy and markets.

Mr Kristiansen joined Point Carbon in 2005, moving to the Washington DC office in 2007. He has previously lived and worked in the US as energy counselor at the Norwegian embassy in Washington DC. He speaks frequently at energy and carbon trading conferences and has testified in front of the US Senate and the European Union on the design of cap-and-trade programmes.

Mr Kristiansen served for eight years as Vice Chairman of the Board of Directors of the Norwegian Transmission System Operator.

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**ALEXANDER I. MEDVEDEV**  
Deputy Chairman, Gazprom  
Director General, Gazprom Export

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**Alexander I. Medvedev** is the Deputy Chairman of Gazprom. He is also Director General of Gazprom Export, overseeing Gazprom's business in both the CIS and Europe. This includes developing and implementing current and potential gas-based energy investment projects and marketing gas in new countries.

Dr Medvedev has a wealth of experience across the financial sector, having worked as Director of IMAG Investment Management & Advisory Group GmbH in Austria (1991-1996 and 1998-2002). Between 1997 and 1998, Dr Medvedev was Vice President of Eastern Oil Company, in Moscow. Earlier financial posts include Director of Donau-Bank AG.

Dr Medvedev started his career as a researcher in the Institute of World Economy & International Relations at the USSR Academy of Sciences. Originally from Shakhtersk, in the Sakhalin region, he graduated from the Moscow Physics & Technology Institute in 1978 and holds a PhD in economics. In 2001, he was appointed an Acting Member of the International Academy of Investments & Construction Economics.

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**SAMIR MENON**  
CEO  
NatureFirst, TCS Ecological Sustainability Unit

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**Samir Menon** has been an entrepreneur for more than a decade. He has set up three successful ventures, including the India operations of US-based strategy consulting firm Monitor Company as well as a 300-person software development and research centre for a UK-based startup, Agilisys. Mr Menon also ran the Global Retail Solutions group for Invensys Building Systems, and developed its energy-efficient portfolio of products and services. He pioneered the introduction of IP-based building control systems in the US supermarket segment.

His last venture was as founding partner and CEO of NatureFirst-Green Ecological Managed Services, which focused on working with companies and governments to restore the balance between nature and economics, through sustainable strategic resource-efficient business practices. NatureFirst-GEMS is now a part of the Ecological Sustainability Unit of Tata Consultancy Services.

Mr Menon also has experience of working on public-private partnerships and helping to influence public policy decisions. He worked extensively on telecom and broadcast regulations in India in the late 1990s – including the 1997 Broadcast Bill. He is also actively involved in climate change advocacy with key Indian and international policy leaders.

Mr Menon has lived and worked in more than ten countries across three continents. He graduated from Cornell University, New York with a degree in computer science.

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**BJØRN MYKLATUN**  
Chairman of the Board  
Acergy Norway

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**Bjørn Myklatun** has over 23 years of experience as a managing director of various companies.

Since 1998 he has been Vice President of Stolt Offshore AS (now Acergy), where he has been responsible for the company's operations in Norway, Denmark and Russia. He currently serves as Chairman of the Board of Acergy Norway. He is also the CEO of Leadership International AS and Chairman of the Board for an investment company.

In 1985 Mr Myklatun founded an engineering company that quickly grew to more than a hundred employees. In 1992 he sold the company to Grøner AS, a part-owner of the company, and at the same time became Grøner's CEO.

Mr Myklatun holds a BSc in engineering from Heriott Watt University in Scotland and an MSc from McMaster University in Ontario, Canada.

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**GEIR N RSTAD**  
Product Manager  
Logit Systems

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**Geir N rstad** has been working with Logit Systems since 2002. As Product Manager, he is involved in most of the company's activities, but his core field of responsibility is related to requirements capture and coordination and product and release planning.

Mr N rstad previously worked for Ericsson for seven years. He holds an MSc in information technology from the University of Stavanger in 1995.

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**MICHAEL J. PARRELLA**  
CEO  
Gtherm

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**Michael J. Parrella** has an international business and financial background and is involved in high technology.

He has served as Chairman of the Board of Environmental Research Information, an environmental consulting firm. He was Vice President and General Manager of the TAPS Division of Informatics General Corporation, a company engaged in the development and marketing of systems software. He also founded Decision Strategies Corporation, which was later sold to Informatics General Corporation.

Mr Parrella serves as Chairman of the Board of the following early-stage companies: NCT Group, Artera Group and CK41 Direct. Mr Parrella is also an inventor, listed on over 60 patents. He has successfully raised over \$250 million for various companies over the last 20 years.

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**DAVID PUMPHREY**  
Senior Fellow and Deputy Director  
Energy & National Security Program  
Center for Strategic & International Studies

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**David Pumphrey** is Senior Fellow and Deputy Director of the Energy & National Security Program at the Center for Strategic & International Studies. His work focuses on energy policies and strategies to address US security and climate change challenges. He was previously Deputy Assistant Secretary for International Energy Cooperation at the US Department of Energy.

During his career with the US federal government, Mr Pumphrey worked on a wide range of energy policy issues. He led the development and implementation of policy initiatives with individual

countries and multilateral energy organisations. He was responsible for policy engagement with a range of key energy-producing and energy-consuming countries, including China, India, Canada, Mexico, Russia, Saudi Arabia and the European Union. Mr Pumphrey represented the US government in various committees of the International Energy Agency and the Energy Working Group of the Asia Pacific Economic Cooperation. He also represented the Department of Energy in the negotiations of the energy-related sections of the US-Canada Free Trade Agreement and the North American Free Trade Agreement.

Mr Pumphrey has a bachelor's degree in economics from Duke University and a master's degree in economics from George Mason University. He has spoken extensively on international energy issues and testified before Congress on energy security issues related to China and India.

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**DAVID E. RODGERS**  
Director of Strategic Planning & Analysis  
US Department of Energy

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**David E. Rodgers** is Director of Strategic Planning & Analysis within the Office of Energy Efficiency & Renewable Energy (EERE) at the US Department of Energy. Mr Rodgers supports the Assistant Secretary on strategic and analytical issues, climate change issues and international energy programmes.

Mr Rodgers has been with the US Department of Energy for 19 years. Prior to being appointed Director of Strategic Planning & Analysis in March 2009, he was Deputy Assistant Secretary for Energy Efficiency, responsible for the Department's energy efficiency R&D and regulatory programmes.

From April 2006 to May 2007, Mr Rodgers was Acting Deputy Assistant Secretary for Technology Development, responsible for all energy efficiency and renewable energy programmes. From July 2005 to July 2006, Mr Rodgers served as Program Manager for the Building Technologies Program, where he managed buildings R&D and the Department's Appliance Standards and ENERGY STAR® programmes.

From December 2004 to June 2005, Mr Rodgers was Acting Program Manager for the Industrial Technologies Program. He has also served as Senior Advisor to the Deputy Assistant Secretary for Technology Development in EERE, and as Director of the Office of Technology Utilization within the Office of Transportation Technologies.

Mr Rodgers has degrees in chemical engineering and computer science from Washington University in St Louis, and a master's in public management from the University of Maryland. He is a former Presidential Management Fellow.

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**ROBERT SOCOLOW**  
Co-Director, Carbon Mitigation Initiative  
Princeton University

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**Robert H. Socolow**, Professor of Mechanical & Aerospace Engineering at Princeton University, teaches in both the School of Engineering & Applied Science and the Woodrow Wilson School of Public & International Affairs.

With ecologist Stephen Pacala, Professor Socolow leads the university's Carbon Mitigation Initiative. His research focuses on technology and policy for fossil fuels under climate constraints. He was awarded the 2003 Leo Szilard Lectureship Award by the American Physical Society – “for leadership in establishing energy and environmental problems as legitimate research fields for physicists, and for demonstrating that these broadly defined problems can be addressed with the highest scientific standards”.

Robert Socolow earned a BA in 1959 (summa cum laude) from Harvard University and a PhD in theoretical high energy physics in 1964, also from Harvard University.

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**ROBERT TRAER**  
Lecturer and author

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**Robert Traer** teaches ethics at the Dominican University of California. In 2002 he was a resident scholar at the Tantur Ecumenical Institute for Theological Studies in Israel. He is a member of the Bar of the State of Colorado and has written several books including “Faith in Human

Rights” (1999); “Jerusalem Journal” (2006); and “Doing Environmental Ethics” (2009).

Dr Traer served as Executive Director of the International Association for Religious Freedom from 1990 to 2000. In that capacity he represented the IARF at the United Nations.

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**GABRIELLE WALKER**  
Broadcaster and author

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**Gabrielle Walker** is an expert on climate change and the energy industry. She has a PhD in natural science from Cambridge University and has been Professor of Energy & Environment at Princeton University.

She was co-author, with UK Chief Scientist Sir David King, of the best-selling book “The Hot Topic”, which puts business strategy in its international context for dealing with the energy crisis and climate change. The book has been published in more than 20 countries

and translated into a dozen languages; it was described by Al Gore as “a beacon of clarity” and by The Times as “a material gain for the axis of good”.

Dr Walker, a frequent presenter for the BBC, has climbed trees in the Amazon rainforest, hooked lava out of a live volcano, dodged icebergs in Antarctica, and flown in zero gravity. She has written for many international newspapers and magazines including The Economist and the New York Times.

Dr Walker consults on climate change and its implications for practical business policy in the energy sector for many companies, including Tesco, British Energy, KPMG, British Petroleum, Royal Mail, Tata Sons and Financial Security Assurance. She is consultant to the UK government’s Chief Scientific Advisor and works with many British government departments, notably the Department for Energy & Climate Change, the Environment Department and the Department for Business, Energy & Regulatory Reform. She also consults with the UK Government Office of Science Foresight and Horizon Scanning/Futures departments on energy strategy and policy.

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**THOMAS WEIRICH**  
Director of Membership & Corporate Relations  
American Council on Renewable Energy

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**Thomas Weirich** is Director of Membership & Corporate Relations at ACORE, where he develops and manages corporate advertising and marketing, membership services, recruitment and corporate fundraising. Mr

Weirich also coordinates corporate visibility and engagement at ACORE’s national events. He serves as staff liaison with membership committees working on international issues, renewable energy, energy efficiency and green building.

Through ACORE, Mr Weirich also works closely with the North American secretariat of the Renewable Energy & Energy Efficiency Partnership, initiated by former British Prime Minister Tony Blair, as well as with many foreign embassies, trade commissions and trade associations, promoting international import and export of US renewable energy technologies.

Before joining ACORE in 2004, Mr Weirich worked with Edelman Public Relations Worldwide on corporate relations within the Consumer Technology & Digital Lifestyle Group in Silicon Valley. He also worked with the International Trade & Arbitration Groups at White & Case, LLP in Washington DC and interned on Capitol Hill.

Mr Weirich received his MA in international development from the Committee on International Relations at the University of Chicago, and his BS in foreign service with honours in international politics and international law from Georgetown University. Mr Weirich serves on the Advisory Board for SmartPower’s EnergySmart Campaign.

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**VIKRAM WIDGE**  
Global Head, Carbon Finance  
International Finance Corporation

**Vikram Widge** is the global head for carbon finance at the International Finance Corporation, the private sector arm of the World Bank Group. He built this business at the IFC and led development of innovative financial products, including the flagship Carbon Delivery Guarantee. These products leverage the IFC's ability to take long-term risks in emerging markets and benefit both buyers and sellers of carbon credits. His group has also committed \$135 million to purchase Kyoto credits for the Dutch government from 40+ projects in seven countries. The team is beginning work with banks in key developing countries to wholesale carbon-related products and facilitate climate financing flows.

Mr Widge has over two decades of experience in developing and financing projects that deploy clean technologies in emerging markets, including renewables, waste-to-energy, fuel cells and electric vehicles. He also structured and managed an off-grid solar PV fund for six years.

He has a bachelor's in engineering from IIT Delhi and a master's in resource economics from the University of Maryland, where he was a Graduate Fellow. After working in the private sector for ten years, he has been with IFC since 1994.



**JOHAN NIC. VOLD**  
Vice Chairman  
Xyntéo

**Johan Nic. Vold** is Vice Chairman of Xyntéo, the Anglo-Scandinavian strategic advisory firm that specialises in low-carbon growth solutions. He is also Managing Director of the Energy Policy Foundation of Norway,

which runs one of the international energy industry's leading annual conferences.

Mr Vold started his career in the Norwegian Ministry of Petroleum & Energy in 1972, specialising in petroleum taxation, oil and gas markets and international energy policy. As Deputy Director General he represented the ministry on the Governing Board of the International Energy Agency.

In 1981 Mr Vold joined Royal Dutch Shell. Over the next six years he held leadership positions in Group Planning, London; Shell Norway; and Shell International E&P, The Hague.

In 1988 Mr Vold became a member of the Executive Committee of Statoil, with responsibility for international E&P and oil supply and trading. He returned to Shell in 2000. Until his retirement in May 2007, he was Vice President, Ventures Operated by Others at Shell EP Europe, and served as Country Chair for Shell in Norway.

Mr Vold is currently Chair of the Board of Gassnova SF, which manages the interests of the Norwegian government in CO<sub>2</sub> technology and CO<sub>2</sub> mitigation investments. He is also Chair of BarentsWatch.

His previous affiliations include: Chair of the Board of SINTEF; Chair of the Board of the Nordic Investment Bank; Chair of the INTSOK Board; Chair of the Petrad Board; member of the board of the Norwegian Oil Industry Association; member of Toppledorforum; Chair of the Board of ECON; member of the council and nomination committee of Det Norske Veritas; and Vice Chair of the Board of DnB NOR.

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