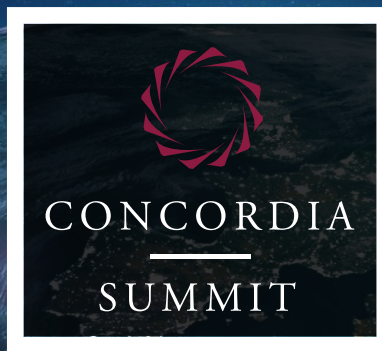


CONCORDIA

THE 2016 CONCORDIA SUMMIT REPORT





A LETTER FROM OUR FOUNDERS

The 2016 Concordia Summit held on September 19th and 20th at the Grand Hyatt New York was our largest and most ambitious Summit to date, bringing together over 2,000 thought leaders from across sectors. We addressed a range of global challenges through the lens of partnerships.

As a convenor, campaigner, and idea incubator, Concordia catalyzes action through shared-value approaches. Concordia not only promotes partnerships - we are actively building them through our Campaign series.

At this year's Summit, we explored partnership-based solutions to issues including labor trafficking, energy, migration, cancer research, food security, gender parity, and more. This report provides insight into the robust discussions held at the 2016 Summit and how Concordia will channel these conversations into concrete action through our Campaigns.

It is our hope that key takeaways from the Summit and our work will inspire actors from across sectors to identify new avenues for collaboration. Concordia's community is united by the common conviction that, together, we are greater than the sum of our parts. Only together can we tackle the challenges that face all of us.

Sincerely,

Nicholas M. Logothetis
Co-Founder and Chairman

Matthew A. Swift
Co-Founder, Chairman & CEO



CONCORDIA SUMMIT

DAY ONE
SEPTEMBER 19

Grand Hyatt New York

DAY TWO
SEPTEMBER 20

Grand Hyatt New York

BY THE NUMBERS

23

HEADS OF STATE & GOVERNMENT

40

PROGRAMMING PARTNERS

50+

SUMMIT SESSIONS

100+

REGISTERED PRESS

200+

C-LEVEL EXECUTIVES

300+

SUMMIT SPEAKERS

2,000+

SUMMIT ATTENDEES

13M+

SOCIAL MEDIA IMPRESSIONS

FEATURED SPEAKERS

Hon. Madeleine Albright

*Chair, Albright Stonebridge Group;
Chairman Of The Board, National
Democratic Institute*



H.E. Joyce Banda

Former President of Malawi



Warren Buffett

CEO, Berkshire Hathaway Inc.



Emmanuel Faber

CEO, Danone



Valerie Jarrett

*Senior Advisor and Assistant to the
President, White House*



David MacLennan

CEO, Cargill



Salil Shetty

*Secretary General, Amnesty
International*



Nicos Anastasiades

President, Republic Of Cyprus



Tom Brokaw

Special Correspondent, NBC News



Kathy Calvin

*President and CEO, United Nations
Foundation*



H.E. Filippo Grandi

*UN High Commissioner for
Refugees, United Nations*



H.E. Ellen Johnson Sirleaf

President of Liberia



T. Boone Pickens

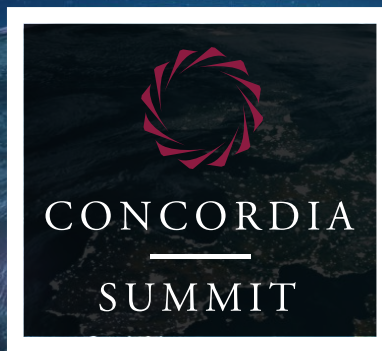
*Founder & Chairman, BP Capital
Management*



George Soros

*Founder and Chair, Soros Fund
Management and The Open
Society Foundations*





2016 CONCORDIA SUMMIT OVERVIEW

The 2016 Summit took place at the Grand Hyatt New York on September 19th and 20th. With nearly 2,000 attendees, this was Concordia's largest and most impactful Summit to date.

The 2016 Summit introduced a new session format: Strategic Dialogues. These dynamic and participatory discussions served as high-level working groups to stimulate conversation leading to action items aimed at solving key global issues.

Strategic Dialogues feed directly into Concordia's Campaign series and inform our social impact. At the 2016 Summit, Concordia launched a new Campaign for a Sustainable Global Food Supply, in addition to announcing new partners for the Campaign Against Labor Trafficking.

This report highlights key takeaways for action from the robust discussions and features our transition to an organization focused on direct social impact. For in-depth information on Concordia's social impact, see page 33 of this report.

KEY TAKEAWAYS FOR ACTION

CAMPAIGNS AND SOCIAL IMPACT

- Engage in our Campaign Against Labor Trafficking and our Campaign for a Sustainable Global Food Supply by:
 - Partnering with Concordia. Each Campaign can consist of corporate, nonprofit, public, and academic partners.
 - Indicating interest in hosting or completing a graduate-level research fellowship on either of these topics.
 - Joining the Campaign Network to participate in year-round Campaign-related programming and receive Campaign updates and information.
- Participate in ongoing dialogue that might lead to a Concordia Campaign. Themes under consideration include: collaboration for cancer research, a Pan-American energy alliance, the migration and refugee crisis, corruption and rule of law, and water security.

PROGRAMMING

- Participate in dialogues on a range of issues affecting the Americas by joining the following upcoming Concordia programs:
 - Concordia | The Americas in Bogotá in February 2017 (TBC)
 - Concordia | The Americas in Miami on March 30-31, 2017
- Participate in discussions on partnership building and the Sustainable Development Goals during Global Partnerships Week (GPW) March 6-12, 2017 at the United States Institute for Peace Washington, D.C.

RESEARCH

- Encourage public, private, and nonprofit entities in the partnership building space to utilize [Concordia's Partnership Index](#) as a tool to inform the development of public-private partnerships.
- Contribute to the development of the *Partnerships for Peace Index* which will identify strategic P3 investment opportunities to stabilize migrant flows, foster harmonious resettlement, and encourage a return to migrant's country of origin.

For further information on any of these issues, please contact Concordia's Director of Strategic Engagement Maria Paula Correa at mcorrea@concordia.net.

2016 PARTNERS



2016 SPONSORS



FOUNDING SPONSOR



J.P.Morgan



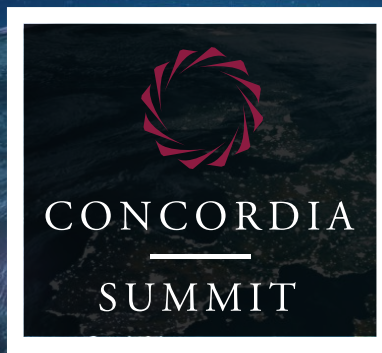


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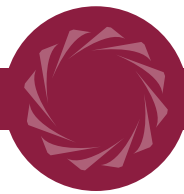
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THE 2016 CONCORDIA SUMMIT



MEMBER-EXCLUSIVE
SESSIONS



Roundtables, Office Hours, and Strategic Dialogues afforded Concordia Members the opportunity to engage with members of the Leadership Council, former world leaders, and select Summit speakers on a more intimate level. These sessions allowed for extended discussion among a small group of experts on a specific topic in industry, public policy, or of regional concern. The 2016 Summit featured 11 Strategic Dialogues, 10 Roundtables, and 3 Office Hours sessions.

ROUNDTABLES

FIGHTING EBOLA WITH INFORMATION: LEARNING FROM THE WEST AFRICA EBOLA OUTBREAK RESPONSE

PROGRAMMING PARTNER: USAID

LARISSA FAST, AAAS SCIENCE AND TECHNOLOGY POLICY FELLOW, USAID
GLOBAL DEVELOPMENT LAB

SARAH GLASS, SENIOR PARTNERSHIPS ADVISOR, GLOBAL HEALTH,
HUMANITARIAN RESPONSE, USAID

TRI-SECTOR PARTNERSHIP TRAINING WORKSHOP

PROGRAMMING PARTNER: PYXERA GLOBAL

MATT CLARK, GLOBAL ENGAGEMENT MANAGER, PYXERA GLOBAL

DEIDRE WHITE, CEO, PYXERA GLOBAL

BEYOND PARENTAL LEAVE: REAL STRATEGIES FOR CREATING A CULTURE OF SUPPORT IN THE WORKPLACE

PROGRAMMING PARTNER: SELENI INSTITUTE

EUNICE LIRIANO, MARKETING AND DEVELOPMENT DIRECTOR, SELENI
INSTITUTE

ENTREPRENEURSHIP IN THE MIDDLE EAST

PROGRAMMING PARTNER: ALLIANCE FOR MIDDLE EAST PEACE &
RISE EGYPT

SHEHAB EL NAWAWI, CHAIRMAN & CEO, GIZA SYSTEMS SAE

RAFIQ MASRI, CEO, PALECO

ILENE ZEITZER, PRESIDENT, DISABILITY POLICY SOLUTIONS

DINA SHERIF, CEO AND DIRECTOR, AHEAD OF THE CURVE AND CENTRE
FOR ENTREPRENEURSHIP

MONA MOWAFI, CO-FOUNDER AND PRESIDENT, RISE EGYPT

AMENA EL-SAIE, CO-FOUNDER, PRESIDENT & CEO, HELM FOUNDATION

RAMEZ MAHER, CO-FOUNDER, VICE PRESIDENT AND PROJECT MANAGER,
HELM FOUNDATION

JUSTIN LEDBETTER, CONSULTANT, KNEWTON

CORPORATE SOLUTIONS FOR GLOBAL CHALLENGES AS CORE BUSINESS STRATEGY

PROGRAMMING PARTNER: PALLADIUM GROUP

EDUARDO TUGENDHAT, DIRECTOR, THOUGHT LEADERSHIP, PALLADIUM

WHITE COLLAR CRIME

HON. SEAN REYES, ATTORNEY GENERAL OF UTAH

NOURISHING MINDS THROUGH CORPORATE SOCIAL INNOVATION

JEFF KING, SENIOR DIRECTOR, SUSTAINABILITY, CSR, & SOCIAL
INNOVATION, THE HERSHEY COMPANY

WHITNEY MAYER, MANAGER, SOCIAL INNOVATION, THE HERSHEY
COMPANY

THE HEALTH IMPACTS OF MIGRATION

PROGRAMMING PARTNER: AMERICARES

E. ANNE PETERSON, MD, MPH, SVP, GLOBAL PROGRAMS, AMERICARES

DR. FRANÇOISE SIVIGNON, MD, PRESIDENT, MÉDECINS DU MONDE

AMB. LAURA THOMPSON, DEPUTY DIRECTOR GENERAL, INTERNATIONAL
ORGANIZATION FOR MIGRATION

INCREASING IMPACT: DIGITALLY ENABLED PUBLIC PRIVATE PARTNERSHIPS

PROGRAMMING PARTNER: PROJECT CONCERN INTERNATIONAL

RYAN JOHNSON, SENIOR MANAGER, ACCENTURE DEVELOPMENT
PARTNERSHIPS (MODERATOR)

SAEED ELNAJ, VICE PRESIDENT OF GLOBAL ICT, PCI

ANGELA BAKER, DIRECTOR, CORPORATE SOCIAL RESPONSIBILITY AND
SOCIAL IMPACT, WIRELESS REACH, QUALCOMM

HIBAH HUSSAIN, SENIOR ANALYST, INTERNATIONAL PUBLIC POLICY,
GOOGLE

PRIYA JAISINGHANI, DIRECTOR FOR THE CENTER FOR DIGITAL
DEVELOPMENT, US GLOBAL DEVELOPMENT LAB

FINANCIAL INNOVATION IN THE SOCIAL SECTOR

PROGRAMMING PARTNER: DARDEN SCHOOL OF BUSINESS,
UNIVERSITY OF VIRGINIA

DR. MARY MARGARET FRANK, ACADEMIC DIRECTOR, DARDEN SCHOOL
INSTITUTE FOR BUSINESS IN SOCIETY

OFFICE HOURS

THE FUTURE OF GLOBALIZATION

DR. WILLIAM J. ANTHOLIS, DIRECTOR & CEO, THE MILLER CENTER

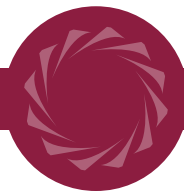
ISIS'S RISING THREAT TO U.S. NATIONAL SECURITY

JOHN NEGROPONTE, FORMER U.S. DEPUTY SECRETARY OF STATE & U.S.
DIRECTOR OF NATIONAL INTELLIGENCE

OPEN BORDERS: THE POLITICS OF FREE TRADE

LUIS ALBERTO LACALLE, FORMER PRESIDENT, ORIENTAL REPUBLIC OF
URUGUAY

THE 2016 CONCORDIA SUMMIT



SESSION SUMMARIES



DIPLOMACY & DEFENSE: NATIONAL SECURITY PRIORITIES FOR THE NEXT COMMANDER IN CHIEF



SUPPORTING THEME: *Domestic Policy*

PROGRAMMING PARTNER: *The Wilson Center*

FORMAT: *Plenary*

SPEAKERS:

Hon. Jane Harman, Director, President, & CEO, Wilson Center

*Gen. (Ret.) David H. Petraeus, Chairman, KKR Global Institute;
Leadership Council Member, Concordia*

Bryan Walsh, International Editor, TIME (Moderator)

KEY TAKEAWAYS:

According to General Petraeus, some of the main security issues in the world today include: the actions of the four revisionist countries (Russia, Iran, North Korea, and China); Islamic extremism; cyber threats; challenges to the existing world order; the rise of domestic populism; and the discord and partisanship in the United States' political system.

According to Congresswoman Jane Harman, the top priorities for the incoming President of the United States would be: to clarify the public narrative of where the United States stands on a range of issues important to our interests; to support fragile states; to end the proliferation of weapons of mass destruction; and to create seamless intelligence.

A multipolar world seems achievable, once the international community can establish 'rules of the road' to facilitate harmonious interactions with competing world powers.

According to General Petraeus, there are five lessons we should learn from the United States' experience in the Middle East over the last 10-15 years: ungoverned areas will be exploited by Islamic extremists; what happens in the Middle East does not remain within the region; U.S. leadership is imperative in responding to

these situations; we must lead a comprehensive effort to overcome these challenges; and this is a generational struggle that will take decades to master.

According to Congresswoman Harman, the obstacles in the Middle East include: a disproportionately large youth population; state borders do not necessarily recognize tribal affiliations; and income inequality.

RESTORING DIALOGUE: HAVING FAITH IN DIPLOMACY



SUPPORTING THEME: *The Americas*

FORMAT: *Plenary*

SPEAKERS:

Ambassador Jeffrey DeLaurentis, Chargé d'Affaires, U.S. Embassy in Cuba

His Eminence Cardinal Jaime Lucas Ortega y Alamino, Archbishop Emeritus of the Archdiocese of Havana, Cuba

Micho F. Spring, Chair, Global Corporate Practice and President, New England, Weber Shandwick (Moderator)

KEY TAKEAWAYS:

Six main diplomacy lessons from the newly reestablished relationship between the United States and Cuba were outlined in this panel:

- Diplomacy works.
- Discretion is key.
- Enlist the assistance and reinforcement of allies.
- Demonstrate courage.
- Be patient.
- Think about the impact on the people the negotiations are serving.



AT THE HELM: KNOWN UNKNOWN ACROSS THE PUBLIC & PRIVATE SECTORS



PROGRAMMING PARTNER: *Rumsfeld Foundation*

FORMAT: *Plenary*

SPEAKERS:

Hon. Donald Rumsfeld, President, Rumsfeld Foundation; 13th and 21st U.S. Secretary of Defense

Matthew Swift, Co-Founder, Chairman, & CEO, Concordia

KEY TAKEAWAYS:

The United States is improving its skills in diplomacy and realizing that tactics which work in one country, will not necessarily work in another. Different cultures, languages, political, and economic situations will play a defining role in how various issues must be addressed. Additionally, we must understand that countries will need different types of governments and policies at different points in their evolution.

The public and private sectors think that one understands the other, but it is difficult to comprehend the challenges and obstacles that one sector imposes on another until one has a multidimensional understanding of the entire playing field.

The public sector contends with much more external observation and commentary than the private sector.

While partisanship in Washington, D.C. today is considered as the worst it has ever been, this may not be reflective of a truly historical overview of the difficulties our country has faced in the last century.

One key to a properly functioning democracy is the ability of citizens to comprehend current events, in order to engage and exercise their best judgement to support causes they care about.

The international community may want to consider analyzing the

effectiveness of leading international NGOs, in order to re-calibrate and reflect global shifts that have occurred since their inception during the post-war period.

Actions and reactions on the micro-level are arguably more important than macro-level issues that we hear about in the media.

CHALLENGES TO STATESMANSHIP: BALANCING KNOWLEDGE & ACTION



SUPPORTING THEME: *National Security & Counter Extremism*

FORMAT: *Plenary*

SPEAKERS:

Amb. William Burns, President, Carnegie Endowment for International Peace; former U.S. Deputy Secretary of State

Nicholas Logothetis, Co-Founder and Chairman of the Board, Concordia

KEY TAKEAWAYS:

Current relations between the United States and Russia are at a difficult crossroads. They are more competitive and adversarial than ten years ago.

Many in Washington, D.C. believe that the Kremlin is a declining power, which has the potential to be as disruptive as a rising power. This could be a dangerous mix of aggression, grievance, and insecurity, which could lead to pressing international borders and searching for allies who may have similar disruptive tendencies.

Ambassador Burns asserted that relations between the United States and China are the single most important bilateral relationship today and predicted that they will be for some time to come.

However, it would be a mistake to be dismissive of Russia, as the country could be a formidable competitor in certain regions of the world.



THE SECURITY TRIANGLE: COLOMBIA, CUBA, & VENEZUELA



SUPPORTING THEMES: *The Americas; Good Governance & Democracy*

FORMAT: *Strategic Dialogue*

CHAIR:

José María Aznar, former President of the Government of Spain

ASSEMBLY CHAIR:

Juan Carlos Lopez, Chief Correspondent, Washington, D.C., CNN Español

KEY TAKEAWAYS:

Democracy in these three nations can only prevail if there is freedom of expression, free elections, and an independent judiciary. In light of renewed relations between the United States and Cuba, it is key the island reestablishes democracy, liberty, and human rights. Additionally, lifting the embargo will allow Cuba to integrate into the broader Latin American and global community.

Greater regional involvement in the U.S.-Cuba relationship is necessary, and Latin American nations should play a central role. Panelists expressed concern over the future of the relationship in light of the U.S. Presidential election.

Venezuela is faced with an important window as citizens have taken to the streets to protest the government. It is essential for citizens to exercise their constitutional rights and for the government of Venezuela to hold a referendum.

Democracy in Venezuela has deteriorated. The legislative power is unknown, there is a lack of due process, and the judicial system is being utilized as an instrument of the state.

Speakers shared their personal stories of witnessing human rights abuses, the unlawful detainment of family members, and the disappearance of relatives. One panelist entered into hiding for 108 days to escape being captured by the government. This panelist attended the Concordia Summit as a political exile.

There was critical concern about the state of the humanitarian situation. For example, hospitals are severely under-resourced and access to basic medicine, food, and resources is extremely limited.

Transitional justice will be essential to lasting peace in Colombia. As the public is getting ready to vote in a national referendum, doubts linger about the peace deal. Questions remain whether the FARC is being held adequately accountable for its crimes or other problematic provisions, such as offering the FARC a formal role in institutions and Congress.

By showing regional solidarity, Latin America can demonstrate to the world that the challenges facing the region can be resolved through collaboration.



ANSWERING THE CALL: RENEWING A CULTURE OF SERVICE



SUPPORTING THEME: *Domestic Policy*
PROGRAMMING PARTNER: *Arizona State University*
FORMAT: *Plenary*
SPEAKERS:

Tom Brokaw, Special Correspondent, NBC News
Dr. Michael Crow, President, Arizona State University

KEY TAKEAWAYS:

- A prime misconception about higher education is that it is only available to middle-to-high income families.
- Quality education is not a function of selectivity; rather, a broader set of measures exist.
- We must also look at education as a lifelong process, in which people should engage with formal education throughout their lives unrestricted by age.
- We must also embrace technology's role in scaling and improving the quality of education.
- Arizona State's Public Service Academy works to educate the next generation of leaders in public service.

INNOVATING ACADEMIA: PRIORITIES FOR 21ST CENTURY HIGHER EDUCATION



SUPPORTING THEME: *Domestic Policy*
FORMAT: *Plenary*
SPEAKERS:

Tom Brokaw, Special Correspondent, NBC News (Moderator)
Dr. Michael Crow, President, Arizona State University
Dr. John DeGioia, President, Georgetown University
Dr. Eduardo Padrón, President, Miami Dade College; Leadership Council Member, Concordia

KEY TAKEAWAYS:

In America today, we must harness the potential of every individual and work hard to ensure that all students have the opportunity and support to succeed. This is necessary to ensure that our nation continues to be a leader in the global economy.

Over two-thirds of new jobs created today require post-secondary education. This statistic has many social and economic implications.

The current structure of mainstream higher education is quite rigid and outdated. Institutions must work to expand opportunities, excite the individual learner, and encourage engagement with higher education.

Public universities can be viewed as a private investment opportunity for substantial returns.

Despite the troubled discourse of this year's election cycle, the future of our country is bright with the energy and passion of our current generation of students.



SEEDS OF CHANGE: ENTREPRENEURSHIP FOR DEVELOPMENT IN THE MIDDLE EAST



SUPPORTING THEMES: *Middle East & North Africa*

PROGRAMMING PARTNER: *RISE Egypt*

FORMAT: *Plenary*

SPEAKERS:

Hisham El-Khazindar, Co-founder & Managing Partner, Qalaa Holdings

Shehab El-Nawawi, CEO, Giza Systems

Amena El-Saie, Co-Founder & CEO, Helm Foundation

Mona Mowafi, Co-Founder and President, RISE Egypt

Fred Sicre, Managing Director, The Abraaj Group

KEY TAKEAWAYS:

MENA is often perceived as a highly unstable region that struggles to secure FDI. Yet in the past 3-5 years, it has been the most attractive investment environment in emerging markets, with annualized returns of over 80%.

There's a basic misunderstanding of the region and miscalculation of risk. Economic realities on the ground are very different than media/government representation of the situation.

For entrepreneurs, there is a lack of mentorship and available resources: seed funding and late stage large capital are available, but mid-size funding is missing. Of those available funds, more than 80% is focused on tech. Despite this, there is a growing entrepreneurship movement, particularly in technology, mobile apps, healthcare, renewable energy, education, and the environment. Entrepreneurship is not only about innovation, but also about providing much needed employment.

It does not take an outside intervention to spark change. There has been a cultural shift in young people taking the lead. Nonetheless, American investors and Arab diaspora must step up to play a critical role in scaling startups and giving young entrepreneurs access to markets, while the private sector must go beyond CSR departments and traditional charity approaches to investing.

AMERICA'S PUBLIC EDUCATION SYSTEM



SUPPORTING THEME: *Domestic Policy*

PROGRAMMING PARTNER: *RIDGE-LANE Limited Partners*

FORMAT: *Strategic Dialogue*

ASSEMBLY CHAIR:

R. Brad Lane, Co-Founder & CEO, RIDGE-LANE Limited Partners

ASSEMBLY CO-CHAIR:

The Hon. Dr. Ted Mitchell, Under Secretary, U.S. Department of Education

KEY TAKEAWAYS:

There are a number of reasons to be optimistic about the challenges we face in the American public education system:

- Over the last 30 years, we have resolved to focus on outcomes, rather than inputs or processes, for all American students.
- We now have a consistent set of state standards, allowing innovators to create one product for a multitude of state markets.
- Technology has advanced to allow for mass customization for students and big data analytics for policymakers and practitioners.
- The combination of the above allows for more direct measurement of mastery of various skills and knowledge.
- One main remaining problem is that teacher compensation is not commensurate with the immense responsibility and challenges educators faced.

“Learning Engineering” is a term that we can use to describe the study of the science of learning, and we can apply it iteratively to problems we face in the education space. This is key to bridging the gap between research and practice.

Technology can be both a positive and negative accelerator. While there are valid concerns about its use in education, its importance in our everyday lives makes it imperative to educate students on it.



ELEVATING WATER AS A GLOBAL PRIORITY



The threats of the 21st Century are more diverse and complex than any time in history. These threats require the United States to disarm the root causes of conflict and to do so much more rapidly than in the past.

The vulnerability of water infrastructure, both to the attacks of malicious groups and to the consequences of age, is a key national security threat which must be carefully considered.

The technical issues in this sector are not the most challenging; rather, overcoming the political issues of cooperation and collaboration are key for successful conflict prevention and peacebuilding. Both innovation and information are critical in ensuring that we have the most timely and accurate responses in tense situations.

PROGRAMMING PARTNER: *U.S. Water Partnership*

FORMAT: *Plenary*

SPEAKERS:

Ambassador Paula J. Dobriansky PhD, Senior Fellow at Harvard University's JFK Belfer Center for Science and International Affairs; former Under Secretary of State for Democracy and Global Affairs & President's Special Envoy to Northern Ireland, Leadership Council Member, Concordia

Sherri Goodman - Public Policy Fellow, Woodrow Wilson International Center for Scholars

Gen. (Ret.) James L. Jones, CEO & Co-Founder, Jones Group International, former National Security Advisor to the President of the United States

Kevin Kajiwara, Co-President, Teneo Intelligence (Moderator)

H.E. Han Seung-Soo, UN Special Envoy of the Secretary General for Disaster Risk Reduction and Water

Lt. Gen. (Ret.) Jeffrey Talley, Vice President, Global Public Sector, IBM Global Business Services & Global Fellow, IBM Center for the Business of Government

KEY TAKEAWAYS:

The international community is lacking a single individual or organization championing the issues and challenges related to water security.

Water security should be addressed with immediacy, as it is the source of many socioeconomic challenges and is increasingly viewed as a threat multiplier for instability in fragile regions of the world. However, water can also be used as a tool to promote peace and public welfare.



WASTE WISE: HOW THE SHARING ECONOMY IS SOLVING TODAY'S ENVIRONMENTAL CHALLENGES



SUPPORTING THEME: *Innovation & Technology*

FORMAT: *Plenary*

SPEAKERS:

Nate Morris, Co-Founder and CEO, Rubicon Global

Oscar Salazar, Founding Chief Technology Officer, Uber & Founder, Page Inc.

Andy Serwer, Editor in Chief, Yahoo Finance (Moderator)

KEY TAKEAWAYS:

The waste and recycling industry is centered around landfills. This model constitutes the bottom line of collecting companies, as landfill space is limited. Traditional waste companies are not incentivized to change waste management strategies or curb waste, as this is key to the bottom line of their businesses.

Waste is one of the biggest environmental challenges today. Opportunity is ripe to disrupt the fundamental practices with cutting edge technologies and the use of big data.

With proliferation of data, behavior can be predicted, mistakes can be highlighted, and practices can be changed in the future.

Regulation is another hurdle as technological innovation tends to move significantly faster than that of the government. Creating an ecosystem where government can work with technology companies to be dynamic is essential for progress across the board, as well as, shifting regulatory structures in the waste sector to promote competition.

Food waste, making up 50% of landfill capacity, is one particular area in need of innovative progress. Cities are passing food waste bans to reduce the burden on landfills, but additional encouragement is needed in commercial and residential settings.

WATER SECURITY, INFRASTRUCTURE, & FINANCING



PROGRAMMING PARTNER: *U.S. Water Partnership*

FORMAT: *Strategic Dialogue*

CHAIR:

Tom Harvey, Chairman, Global Environment and Technology Foundation

ASSEMBLY CHAIR:

Kevin Kajiwar, Co-President, Teneo Intelligence

KEY TAKEAWAYS:

There are many innovative water technologies available, but there is not enough emphasis on getting water authorities to adopt them.

Elevating the priority of water in the United States is necessary in order to assure senior decision makers are incorporating water security into their policies.

In order for innovation to enhance the resiliency of water infrastructure in the United States, more funding is needed to create test beds for piloting, validation, and scaling of existing technologies.

Collateral benefits from water infrastructure investment are large, but investment is weak due to the slow-moving and largely invisible nature of the crisis.



GENDER PARITY IN THE C-SUITE: MAKING INCLUSIVE WORKPLACES A PRIORITY FOR THE FUTURE OF WORK



PROGRAMMING PARTNER: *The Rockefeller Foundation*

FORMAT: *Plenary*

SPEAKERS:

*Valerie Jarrett, Senior Advisor to the President of the United States;
Chair, White House Council on Women and Girls*

*Joann Lublin, Management News Editor, The Wall Street Journal
(Moderator)*

*Tracey Massey, President, Mars Chocolate North America; former Global
Chief Financial Officer, Mars Chocolate*

*Jean Oelwang, President & Trustee, Virgin Unite; Senior Partner at the B
Team*

*Gisel Ruiz, Executive Vice President, International People Division,
Walmart; former Chief Operating Officer, Walmart US*

Dr. Judith Rodin, President, The Rockefeller Foundation (Moderator)

KEY TAKEAWAYS:

Gaining experience across varying business roles and processes better prepares women and men for leadership roles. Sometimes this may involve accepting a position one feels unprepared for.

There is a business case for investment in attracting, developing, and retaining female leadership. Research has proven that this leads to increased profits for companies.

Corporate culture is also very important in creating an environment that provides women the opportunity and encouragement to put themselves forward for leadership roles.

FIRESIDE CHAT BETWEEN DR. JUDITH RODIN AND VALERIE JARRETT:

It is important to be able to have frank conversations about unconscious biases and structural obstacles to progression in order to overcome them.

It is important for women to have an advocate who will not only mentor them but also speak up to support them when being considered for leadership roles.

Companies that promote work-life balance and acknowledge the realities of human life can create an environment for their employees where they feel motivated and appreciated.

We often interpret the same behavior from men and women differently.

Women should be their own advocate and not wait for another person to validate their efforts. Even after being declined from more advanced positions, women can learn how to better prepare for a leadership role in future.



GOOD FOR FAMILIES, GOOD FOR BUSINESS: REFORMING PARENTAL LEAVE POLICY IN AMERICA



The private sector needs to lead with their values and invest in their employees for the long term; good practices include offering parental leave as well as leave for primary and secondary caregivers. Paid leave raises morale and productivity, and it has become a factor in competitively securing top talent. It has a responsibility to encourage the idea that business can thrive in a value-driven environment that prioritizes the well-being of its employees and to support policy makers in favor of initiatives like the White House Pledge for Equal Pay.

Public-private partnerships should support business owners falling into non-traditional employment categories, for example, by offering portable benefits packages.

SUPPORTING THEMES: *Shared Value & Social Impact; Domestic Policy*

PROGRAMMING PARTNER: *Seleni Institute*

FORMAT: *Plenary*

SPEAKERS:

Laura Fuentes, Senior Vice President of Talent, Rewards and People Analytics at Hilton Worldwide

Kirsten Gillibrand, US Senator for New York (via video)

Jeff Glueck, CEO, Foursquare

Heather Jassy, Senior Vice President of Values-Aligned Business, Etsy

Nitzia Logothetis, MSc, MA, Founder and Executive Chairwoman, Seleni Institute

Kathleen Rice, United States Representative for New York's 4th Congressional District

Dr. Anne-Marie Slaughter, President & CEO, New America

Kelly Wallace, Digital Correspondent & Editor-at-Large, CNN (Moderator)

KEY TAKEAWAYS:

Erratic scheduling, part time work, and lack of childcare challenge women on a daily basis, particularly in a society that does not value parenthood or allow for a balance between parenthood and work. Simultaneously, women balance these responsibilities while battling depression at far greater rates than men while learning less.

The U.S. has an opportunity to normalize both parental and family leave, not just maternity leave. True equality means giving men the same opportunity to be parents as women. Similarly, women should have an equal opportunity to advance professionally.



GLOBAL WOMEN'S EMPOWERMENT: HOW ACHIEVING GENDER EQUALITY AFFECTS MORE THAN WOMEN



PROGRAMMING PARTNER: *The George W. Bush Institute*

FORMAT: *Plenary*

SPEAKERS:

Cherie Blair, Chair of Omnia Strategy LLP & Founder of The Cherie Blair Foundation for Women

Kathy Calvin, President & CEO, UN Foundation

H.E. Monica Geingos, First Lady of Namibia

Jim Jones, Manager, Community Investments, ExxonMobil

Anita McBride, Former Assistant to President George W. Bush & Chief of Staff to First Lady Laura Bush

Vivian Onano, WaterAid America Youth Ambassador & SEED Project Partnerships Manager (Moderator)

KEY TAKEAWAYS:

Gender equality must be addressed in every conversation in order to ensure that all 17 Sustainable Development Goals are achieved.

We must think about how we can reach out to those who are most marginalized in an effort to make sure no one gets left behind in progress.

Women are not a homogenous group. Within the movement for gender equality, no woman or girl should be excluded from receiving equal opportunity. Structural barriers that impede women's right to choose the best path for her own aspirations and ambitions must be removed.

The conversation about gender equality has moved beyond asking whether it is the right thing to do, to now ask how this goal can be achieved holistically.

WOMEN'S POLITICAL PARTICIPATION: LEADERSHIP AND THE GLOBAL AGENDA



PROGRAMMING PARTNER: *The Wilson Center*

FORMAT: *Plenary*

SPEAKERS:

H.E. Joyce Banda, former President of Malawi

H.E. Ellen Johnson Sirleaf, President of Liberia

Gwen K. Young, Director of the Global Women's Leadership Initiative and Women in Public Service Project, Wilson Center (Moderator)

KEY TAKEAWAYS:

There has been global progress on women's political and policy participation, especially in Africa, with an increasing number of women in parliament and presidential and ministerial positions. However, there is more work to be done to achieve 50% representation.

Taking leadership positions requires being in touch with the population at the grassroots level and starting local projects, rather than using national politics as an entrypoint. It is imperative to start young, build a strong network, and get appropriate, context-specific training. There is a link between job opportunities and economic empowerment and women's ability to run for office.

The biggest challenges are financial capacity and changing cultural bias for women to compete on equal ground with men. On the supply side of education, there are schools, sanitation facilities, books and uniforms. However, the real problem begins outside of school, where home life prioritizes boys over girls.

Male leaders must be shown the value of gender parity and recognize the importance of equal opportunity and justice, while women must continue to articulate their cause and fight for their rights. We need the political will to fulfill quota commitments signed by African governments, change laws, and amend constitutions for special appointments of women.



EPIDEMICS CHALLENGING PROGRESS: COLLABORATIVE OPPORTUNITIES TO STEM THE TIDE

The public often does not understand the risks associated with communicable diseases. Neither education nor fear have been effective in motivating people to use preventative vaccines. Public health officials and media have a role to play in shaping the narrative of prevention benefits and the risks of severe damage.



PROGRAMMING PARTNER: *Americares*

FORMAT: *Plenary*

SPEAKERS:

Dr. Seth Berkeley, CEO, Gavi, The Vaccine Alliance

Dr. Richard Besser, Chief Health & Medical Editor, ABC News (Moderator)

Dr. Tom Frieden, Director, Centers for Disease Control and Prevention

Michael J. Nyenhuis, President and CEO, AmeriCares

*Dr. Peter Salama, Executive Director, Health Emergencies Programme,
World Health Organization*

Susan Silberman, President & General Manager, Pfizer Vaccines

KEY TAKEAWAYS:

In the case of epidemics, we have learned three lessons from the recent Ebola outbreak: speed is of the essence; “a blind spot anywhere is a risk everywhere”; and true accountability and assistance are needed when responding to an outbreak.

Countries need incentives to be transparent in their reporting of outbreaks, and this should be matched with a partnership for response. When countries realize that they will be given assistance when they accurately report an outbreak.

Prevention, vaccination, and preparedness are hugely important in mitigating the risks of an epidemic.

The panel called for a public health emergency response organization in the United States, similar to FEMA. With the establishment of this agency, leaders would not need Congressional approval to secure funding and respond to a public health emergency.



HELPING DEMOCRACY DELIVER: TUNISIA AS AN EXAMPLE OF ECONOMIC AND POLITICAL TRANSITION



SUPPORTING THEMES: *Political Economy & International Finance; Middle East & North Africa*

PROGRAMMING PARTNER: *National Democratic Institute*

FORMAT: *Plenary*

SPEAKERS:

Hon. Madeleine K. Albright, 64th U.S. Secretary of State; Chair, Albright Stonebridge Group; Chairman, National Democratic Institute

Jaloul Ayed, former Minister of Finance, Tunisia

Tamara Cofman Wittes, Director of the Center for Middle East Policy, Brookings Institution; former Deputy Assistant Secretary for Near Eastern Affairs at the U.S. Department of State (Moderator)

Ali Larayedh, former Prime Minister, Tunisia; Member of Parliament in the Assembly of the Representatives of the People (ARP)

KEY TAKEAWAYS:

Tunisia is not only a positive example but also an exception within the MENA region. Following the revolution, Tunisia today has established a coalition government, which has had a pragmatic approach to finding common ground. Compromise is a good word, which has been achieved through the unity government.

Tunisia is located in a volatile region and its security challenges are multiplied by the civil war next door in Libya. Tunisia's economic and political progress has not only secured its own democracy but has helped insulate the country from the region's instability. The future of the country's economy, democracy, and national security remains interconnected.

Tunisia is an example of how economic and political development go hand in hand. Its government has created an environment that welcomes foreign and domestic investment, which has appealed to the youth population yearning for new opportunities.

CORRUPTION & GOVERNANCE IN LATIN AMERICA



SUPPORTING THEME: *The Americas*

FORMAT: *Strategic Dialogue*

CHAIR:

H.E. Sebastián Piñera, Former President, Republic of Chile

ASSEMBLY CHAIR:

Alicia Arango Olmos, Former Ambassador of Colombia to the United Nations in Geneva

KEY TAKEAWAYS:

Currently, the issue of corruption is openly debated throughout Latin America in a very public way.

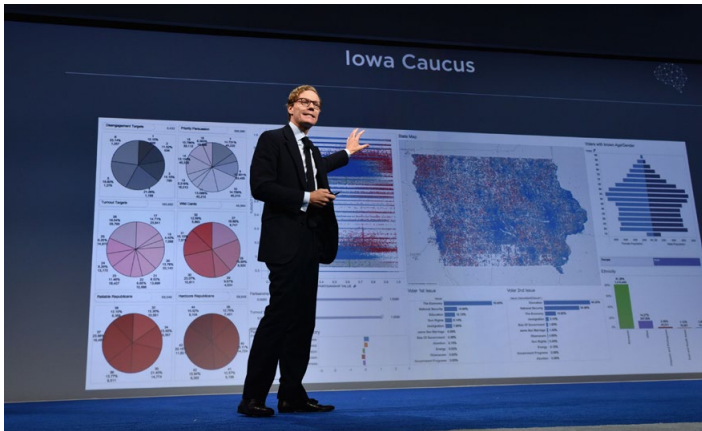
Technology can be a chief deterrent in the fight against corruption. It can play a role in strengthening both accountability and transparency in the public sector and improving public access to information. From digitizing public reporting of financial records to facilitating proper online registration of private businesses, it has proven to be a strong tool in countries like Chile.

The factors that have helped the anti-corruption space in the region include: the establishment of a free and independent media, a strong judicial system, and an active civil society.

The private sector can play a role in improving accountability and should be integrated into the process.



THE POWER OF BIG DATA AND PSYCHOGRAPHICS



PROGRAMMING PARTNER: *Cambridge Analytica*

FORMAT: *Plenary*

SPEAKERS:

Alexander Nix, CEO, Cambridge Analytica

KEY TAKEAWAYS:

Behavioral Science: While demographics, economics, and geographics influence world view, personality drives behavior and influences action.

Data analytics involves the collection of thousands of data points on factual, attitudinal, and behavioral factors.

Addressable Ad Tech: Communication today is becoming increasingly targeted. Big data can individualize advertising to encourage certain behaviors and create cost-effective campaigns.

GLOBAL CYBERSECURITY: IMMINENT ISSUES AND CROSS-SECTOR SOLUTIONS



SUPPORTING THEME: *National Security & Counter Extremism*

PROGRAMMING PARTNER: *RIDGE-LANE Limited Partners*

FORMAT: *PLENARY*

SPEAKERS:

Gen. (Ret.) Keith Alexander, former Director, the National Security Agency; former Commander of the U.S. Cyber Command

Dr. Reginald Brothers, Under Secretary, Science & Technology, U.S. Department of Homeland Security

Frances Fragos Townsend, Senior National Security Analyst, CBS News & Former Homeland Security Advisor to the President of the United States, Leadership Council Member, Concordia (Moderator)

Dr. Greg Rattray, Director of Global Cyber Partnerships & Government Strategy, JPMorgan Chase & Co.

Hon. Tom Ridge, Co-Founder & Executive Chairman, RIDGE-LANE Limited Partners; First Secretary, U.S. Department of Homeland Security

KEY TAKEAWAYS:

Nations are using cyber as a source of power to collect information and exert their influence. Prevention is dependent on public and private sector collaboration at network speed in order to analyze data prior to an attack. This will be required to overcome the tendency to work in silos and instead push forward to aggregate resources and share information.

Governments must work to engage and support industries to develop new technologies. The public sector is very valuable in forewarning threats to the industry.

Companies, face a common risk and many agree it is beneficial to partner and share information to prevent cyber attacks. Governments must also work to outline how to hold attackers in foreign countries accountable for their actions. Sanctions serve as one example.



A GLOBAL CYBER ALLIANCE: ADDRESSING SHARED CHALLENGES THROUGH PARTNERSHIP



RECOMMENDATIONS:

The Federal government should not be involved in the business of IT and cybersecurity. It needs to implement cloud services and consume IT as a managed service.

Move away from “chaos driven” responses to individual events and identify systemic risks that can be concretely changed.

The long term solution is to automate systems and detection. Computer systems have to defend themselves.

PROGRAMMING PARTNER: *Global Cyber Alliance*

FORMAT: *Plenary*

SPEAKERS:

Matthew Bradford, Director of National Fraud Intelligence Bureau, City of London Police

William J. Bratton, former New York City Police Commissioner

Philip Reiting, President, Global Cyber Alliance

Jason Tanz, editor-at-large of Wired (Moderator)

Cyrus Vance, Jr., New York County District Attorney

KEY TAKEAWAYS:

Cyber crime includes: hacking, mischief, espionage, and warfare. It must be treated as a national security issue and should be funded appropriately. Investigating these crimes cannot remain in the traditional approach of arrest, indictment, and conviction. A focus should be placed on prevention.

Cyber crimes are the new normal, constituting the biggest threat in the United States after terrorism. There can be no safe havens for cyber crime, thus a global, coordinated action is critical. The Global Cyber Alliance, a nonprofit created by law enforcement agencies in New York City and London, was developed to analyze systemic risks and identify actors and solutions to measurably reduce risk in this space.

Cyber crime is significantly underreported, as law enforcement often does not have the opportunity to get involved, particularly when protecting proprietary interests of a company acts as a disincentive for cooperating with law enforcement.



ISIS AND THE MIDDLE EAST'S CHANGING POLITICAL LANDSCAPE



PROGRAMMING PARTNER: *The Tahrir Institute for Middle East Policy*

FORMAT: *Plenary*

SPEAKERS:

Mia Bloom, Professor of Communication, Georgia State University

Paul Cruickshank, Editor in Chief, CTC Sentinel & CNN Terrorism Analyst (Moderator)

Hassan Hassan, Resident Fellow, The Tahrir Institute for Middle East Policy

Dr. Nancy Okail, Executive Director, The Tahrir Institute for Middle East Policy

Michael Weiss, Nonresident Senior Fellow, Brent Scowcroft Center on International Security

KEY TAKEAWAYS:

From a military perspective, ISIS has been losing territory, resources, and leadership. However, looking at ISIS through a military lens implies that the group is actually a state in the international community. In order to evaluate ISIS as a terrorist group, different criteria must be taken into account. This includes how effectively they spread their ideology, recruit members, and inflict harm.

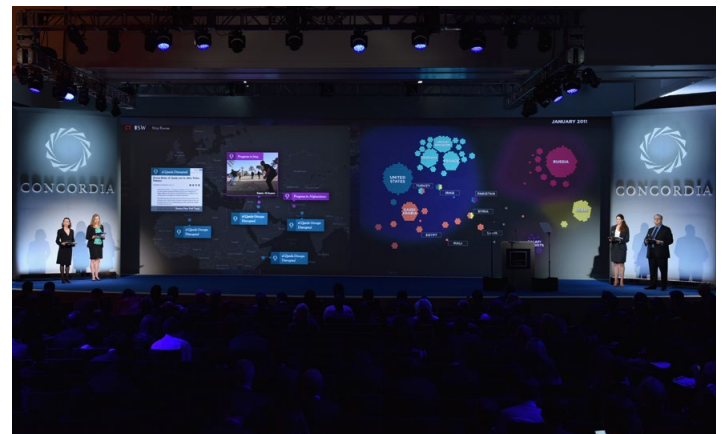
The pressures that ISIS faces as a terror group result in unintended consequences, such as recruiting children and turning to more brutal means of control.

The increase of foreign attacks and intelligence on their planning points to a change in strategy within ISIS. The organization seems to be appointing Western-born, highly qualified individuals with knowledge of the strengths and vulnerabilities of Western society to leadership positions.

Being vigilant and proactive about the reality of remotely-radicalized individuals (not ISIS-directed) carrying out acts of terror in the name of the caliphate is imperative.

ISIS is a symptom of root causes. In order to fully combat the group, significant efforts must be made to address the social, economic, and political causes of the rise of ISIS.

THE RIPPLE EFFECT: MAPPING THE SECURITY IMPLICATIONS OF GLOBAL EVENTS



PROGRAMMING PARTNER: *American Enterprise Institute & Institute for the Study of War*

FORMAT: *Plenary*

SPEAKERS:

Dr. Frederick Kagan, Director of the Critical Threats Project, American Enterprise Institute

Dr. Kimberly Kagan, Founder & President, The Institute for the Study of War

Jessica Lews McFate, Director of Tradecraft & Innovation, Institute for the Study of War

Katherine Zimmerman, Research Fellow, American Enterprise Institute

KEY TAKEAWAYS:

Drivers of crisis are situated in the Middle East, North Africa, and Eastern Europe.

By analyzing the trends of global events and using technology, we are able to predict events in the near future and be better prepared to deal with likely developments.

The global community cannot solve one problem at a time, as they are all interconnected. For this reason, partnerships are essential in combatting critical threats to global security.



INTELLIGENCE FROM OPEN SOURCES: PARTNERSHIPS FOR INTERNATIONAL SECURITY



SUPPORTING THEME: *Innovation & Technology*

PROGRAMMING PARTNER: *American Enterprise Institute
& Institute for the Study of War*

FORMAT: STRATEGIC DIALOGUE

CHAIR:

*Gen. (Ret.) David H. Petraeus, Chairman, KKR Global Institute;
Leadership Council Member, Concordia*

ASSEMBLY CHAIR:

*Frances Townsend, Senior National Security Analyst, CBS News, Former
Homeland Security Advisor to the President of the United States,
Leadership Council Member, Concordia*

KEY TAKEAWAYS:

Over 90% of data collected is not used. While plenty of data is available, the difficult task is making this information readily accessible and digestible to decision-makers.

The private sector can lead on utilizing data analytics to prevent attacks.

Reminding governments, companies, and the public that it is in their shared self-interest to collaborate is key in the fight against extremism. This tactic proved successful in the recent capture of the suspect in the September 2016 New York City bombing.



REBUILDING AMERICA: PUBLIC-PRIVATE PARTNERSHIPS TO FIX OUR INFRASTRUCTURE

An integrated federal government that communicates, streamlines metrics, and collectively engages in long-term funding plans for the complete life cycle of infrastructure projects.



SUPPORTING THEME: *Domestic Policy*

PROGRAMMING PARTNER: *RIDGE-LANE Limited Partners*

FORMAT: *Plenary*

SPEAKERS:

Lt. Gen. Thomas P. Bostick, 53rd Chief of Engineers; former Commanding General of the U.S. Army Corps of Engineers

Seth Miller Gabriel: Director, Office of Public-Private Partnerships, Washington, District of Columbia

R. Brad Lane, Co-Founder & CEO, RIDGE-LANE Limited Partners (Moderator)

Sheryl Sculley, City Manager, San Antonio, Texas

Hon. David Walker, former U.S. Comptroller General

KEY TAKEAWAYS:

P3s for infrastructure are not one size fits all; they require a robust pre-screening process and risk profiling. They ensure that both public and private sector investors are held accountable for the full life cycle of a project.

Critical factors for rebuilding American infrastructure include:

A forward-thinking national plan that addresses mobility, economic growth, and environmental protection, which prioritizes systemic change rather than state-based constituency driven projects.

A capital budget that takes advantage of existing capital pools to invest in income producing infrastructure projects like ERISA; implements collection of user fees that circle back to fund maintenance and upgrading of these projects, especially with technology that makes payment efficient and strategic; generates new sources of income, including private capital like pension funds.

KEYNOTE REMARKS: HIS EXCELLENCY NICOS ANASTASIADIS



SUPPORTING THEME: *Europe*

PROGRAMMING PARTNER: *Atlantic Council*

FORMAT: *Plenary*

SPEAKERS:

H.E. Nicos Anastasiades, President, Republic of Cyprus

Damon Wilson, Executive Vice President, Atlantic Council

KEY TAKEAWAYS:

Cyprus is on the precipice of a historical moment, where the international community will move from talking about the “Cyprus problem” to discussing the potential for Cyprus to be a pillar of stability in the very challenging Eastern Mediterranean region.

Economic reform is also moving forward in parallel to political negotiations, which aims to improve the country’s business environment and attract further foreign investment. The geopolitical position of Cyprus as a gateway to Europe, the Middle East, and North Africa is an important consideration.

Turkey’s future in the European Union is a key outstanding issue in the final negotiations in Cyprus.



KEYNOTE REMARKS:
HIS EXCELLENCY ALEXIS TSIPRAS,
PRIME MINISTER, GREECE



SUPPORTING THEME: *Europe*

FORMAT: *Plenary*

KEY TAKEAWAYS

Partnerships to address domestic and global challenges are more viable than ever before, particularly for the European Union, which currently faces issues related to migration, security, and economic instability.

Despite challenges posed by an austerity agenda, Greece is finally moving from recession to recovery with growth-oriented strategies, including the creation of an investment-friendly institutional environment and a meritocratic public sector. To ensure its continued recovery, creditors have an obligation to relieve the debt.

Greece remains an anchor of geopolitical stability, which is indispensable to Europe by: maintaining balance the Western Balkan; managing refugee flows as a frontline country; becoming a crucial energy transport and trade hub; and pursuing a multidimensional and active foreign policy that promotes cooperation with emerging economies.

GLOBAL VOLATILITY: A BIRD'S EYE VIEW



PROGRAMMING PARTNER: *Eurasia Group*

FORMAT: *Plenary*

SPEAKERS:

Dr. Ian Bremmer, President & Founder, Eurasia Group; Leadership Council Member, Concordia

Andy Serwer, Editor-in-Chief, Yahoo Finance (Moderator)

John J. Studzinski CBE, Vice Chairman, Blackstone

KEY TAKEAWAYS:

Crisis often brings out the best in strong leaders. As more and more complex crises arise, solutions and leaders will come from unorthodox places.

How can business leaders best study and respond to geopolitics? Board members and CEOs must spend time around the world to develop a strong sense of intuition about global affairs and look beyond stock market strength.

According to Dr. Bremmer, Donald Trump's populism and deeply authoritarian tendencies would pose a serious threat to longstanding democratic institutions in the face of a crisis. On the foreign policy front, there are no positive opportunities; the question is, how much of a negative effect would his presidency have on global affairs?

In light of Brexit, the United Kingdom will likely "remain in all but name". It may well achieve restrictions on immigration for certain populations, but at substantial economic cost and at the expense of losing critical decision-making power.



THE UNCERTAIN FUTURE OF THE EUROPEAN UNION



SUPPORTING THEME: *Europe*

PROGRAMMING PARTNER: *Atlantic Council*

SPEAKERS:

Geoff Dyer, Foreign Policy Reporter, The Financial Times (Moderator)

Kristalina Georgieva PhD, Vice-President for Budget and Human Resources, European Commission

Gen. (Ret.) James L. Jones, CEO & Co-Founder, Jones Group International, former National Security Advisor to the President of the United States, & former commander of U.S. European Command and Supreme Allied Commander Europe

Frederick Kempe, President & CEO, Atlantic Council

H.E. Dr. Joseph Muscat, Prime Minister, Republic of Malta

KEY TAKEAWAYS:

The European community needs to decide whether countries should stay within the EU because it is too painful to leave, or if they should stay because it is in their own interest to remain.

Three pillars that need to be functioning together in order to bring about change are: security, economic development, and governance and the rule of law.

The foundation of the EU remains strong, but leadership must address the concerns of its citizens and build competitive strength, in addition to the necessary structural reforms.

The EU is still young, and the international community must accept that it will evolve as it adapts to the changing needs of the population.

THE FUTURE OF EUROPE



SUPPORTING THEME: *Europe*

PROGRAMMING PARTNER: *Atlantic Council*

FORMAT: *Strategic Dialogue*

CHAIR:

H.E. Frans Timmermans, First Vice-President, European Commission to the UN General Assembly

ASSEMBLY CO-CHAIRS:

Damon Wilson, Executive Vice President, Programs & Strategy, Atlantic Council

Marietje Schaake, Member of European Parliament

KEY TAKEAWAYS:

Europe is in better shape than we think. Despite the economic, political, and social challenges, taking a long-term view of the issues, the region is much better off now than post-World War II.

Europe and the United States are facing many of the same political and social challenges. The middle class feels insecure about their future, leading to politics based on fear. People tend to trust information that confirms their fears more than that which dispels them, regardless of truth.

We should be aware and prepared for the worst-case scenario. There are many new threats facing Europe including energy and cybersecurity. The conflict in Syria poses challenges, as does Russia's insistence on using this conflict as a means to position itself as a geopolitical power.

Europeans should return to their root principles as a guide for future decision-making. EU member states should engage their citizens on their political and economic goals and priorities.

Interdependence, deepened by globalization and technology, has many positive benefits, but it also has the downside of increased reliance on and vulnerability to outside forces.



THE TRILLION DOLLAR CHALLENGE: A NEW BUSINESS MODEL FOR INVESTING IN SOCIAL IMPACT AND DEVELOPMENT



PROGRAMMING PARTNER: *New America*

FORMAT: *Plenary*

SPEAKERS:

Afsaneh Beschloss, Founder & CEO, The Rock Creek Group

Hon. Antony Blinken, Deputy Secretary of State, U.S. Department of State

Rana Foroohar, Assistant Managing Editor, TIME Magazine (Moderator)

Scott Kalb, Chairman, Sovereign Investor Institute

Fiona Reynolds, Managing Director, United Nations Principles for Responsible Investment

Dr. Anne-Marie Slaughter, President & CEO, New America

Terry Tamminen, CEO, The Leonardo DiCaprio Foundation

Dr. Tomicah Tillemann, Director, Bretton Woods II, New America

KEY TAKEAWAYS:

There are two new arguments for investing in social impact assets: these are some of the strongest performing investments in many financial advisors' portfolios and by investing in some of the root causes of fragility and volatility, investors can shape the landscape of growth and opportunity long term.

Considering environmental, social, and governance factors is not about compromising on returns, but rather about incorporating a broader sense of investment risk.

Language and terminology can be a barrier to reaching understanding between the public and private sectors.

Government initiatives to reduce the risk of high return investments will free up more capital that can be used for those projects.

Rule of law has a strong relationship to the capital market to GDP ratio. This provides governments the incentive to boost transparency and accountability in order to increase investment in their country.

THE RESPONSIBILITY WE ALL HAVE TO CONTRIBUTE



FORMAT: *Plenary*

SPEAKER:

George Logotheitis, Chairman & CEO, Libra Group; Chairman of the Leadership Council, Concordia

KEY TAKEAWAYS:

Anger is an often misunderstood emotion. Channeled properly and guided by empathy, it can be a source of positive change.

Our choices lie with duty or desire. We must not forget the pain and suffering that others have endured to grant us the freedom of self-determination. The only way we can give back is to earn the gratitude of others.

The more one has in life, the greater the moral duty to contribute to the alleviation of human suffering.

Together we can be far more effective than alone. Even if we cannot solve the problem entirely, we still have a duty to act.



REDEFINING PHILANTHROPY: MAXIMIZING IMMEDIATE IMPACT

BUILT IN DETROIT: ALIGNING GOOD BUSINESS WITH GOOD PEOPLE



SUPPORTING THEME: *Political Economy & International Finance*

FORMAT: *Plenary*

SPEAKERS:

Warren Buffett, CEO, Berkshire Hathaway Inc

Andy Serwer, Editor-in-Chief, Yahoo Finance.

KEY TAKEAWAYS:

The Giving Pledge has influenced the speed of giving, helped people to be more strategic in their philanthropy, and broadened the minds of donors all over the world.

Today, more individuals become very wealthy at a young age, and it is important that they have positive role models to guide their giving.

Cultural considerations are important in the world of philanthropy, but as a general observation, people seem to think about philanthropy at a younger age and on a bigger scale than ever before.

FORMAT: *Plenary*

SPEAKER:

Tom Kartsotis, Founder, Shinola

KEY TAKEAWAYS:

Shinola is a Detroit-based company producing hand-made watches, bikes, and leather goods, employing an entirely local workforce and emphasizing the power of workforce skills training. The company created over 150 jobs in Detroit. Since then, it has expanded to a second watch and leather goods factory that employs an additional 50 people.

Companies can grow skilled employees by hosting on-site workforce trainings that generate internal leadership as the company scales up.

There are opportunities in entrepreneurship to align good business practices with social impact. Identifying local partners, whether from the private sector and/or universities, can provide opportunities for resource and space sharing.



THE NEW MBA: BUSINESS, PARTNERSHIPS, & TACKLING GLOBAL CHALLENGES



PROGRAMMING PARTNER: *University of Virginia's
Darden School of Business*

FORMAT: *Plenary*

SPEAKERS:

Scott C. Beardsley, Dean of the Darden School of Business, University of Virginia

Alexis Christoforous, Anchor, Yahoo Finance (Moderator)

Martina Hund-Mejean, Chief Financial Officer, MasterCard

Carolyn Miles, President & CEO, Save the Children

Blair Taylor, CEO, My Brother's Keeper Alliance

KEY TAKEAWAYS:

New trends in corporate America are aligning business objectives with social justice. For example, revised hiring practices, targeting diverse talent pools, addressing climate change and sustainability, and empowering employees to work across sectors have all moved the needle in creating a more socially-conscious business environment.

Solving complex global problems requires multi-faceted partnerships that go beyond financial resources to include joint advocacy and marketing campaigns, such as the work being done by Save the Children and Johnson & Johnson.

Innovative MBA programs must recruit student bodies that reflect a "global village." It is critical to teach leaders how to deliver value to multiple stakeholders and think holistically, through experiential learning, enhancing communication skills, and teaching entrepreneurship for managing businesses at all levels.

Making MBAs accessible to a larger and more diverse group will ensure a well-trained and innovative workforce. There is a role for corporate America to offer part-time workers free college degrees, develop paid apprenticeship programs, lower student interest rates, and forgive loans to public sector workers.

There is a business opportunity for the private sector to partner with nonprofits, especially in product improvement. Innovation from the nonprofit sector can complement product and IT departments for meaningful change, rather than traditional philanthropic routes. For nonprofits, there is an opportunity to take advantage of departments beyond CSR, target CEOs and chair-level leadership, and make businesses pitches that align with personal values as well as that of the corporation.



CONSCIOUS CAPITALISM: PROFITS THROUGH PURPOSE



FORMAT: *Plenary*

SPEAKERS:

Rick Newman, Columnist, Yahoo Finance (Moderator)

Brittany Merrill Underwood, Founder & CEO, Akola Project

Kip Tindell, Co-Founder & Chairman, The Container Store

KEY TAKEAWAYS:

By empowering individuals economically and by acting in a socially conscious manner, companies have the opportunity to impact disadvantaged communities and grow a skills-based workforce. Cultivating a positive, inclusive environment within a business is more effective than one of fear.

Convincing business leaders to care about the larger global community is a hurdle, but there is a movement towards creating products that make a difference. Businesses that refuse to change are finding it difficult to retaining market power, while those that empower employees and partners are more likely to succeed. Millennials are driving this attitude shift.

Many people question the potential growth of a socially-minded business. While traditional business models have a more short-term approach, conscious capitalism requires long-term goal setting and growth strategy.

Socially conscious business practices encourage optimization of all aspects of a business. From increasing productivity by empowering employees to re-prioritizing stakeholder relationships, a socially-conscious business model can have dramatic positive effects on a company's bottom line.

THE PRIVATE SECTOR'S ROLE IN ACHIEVING THE SDGS



PROGRAMMING PARTNER: *U.S. Department of State, PeaceTech Lab, U.S. Agency for International Development, U.S. Council for International Business*

FORMAT: *Strategic Dialogue*

CO-CHAIRS:

Thomas Debass, Acting Special Representative for Global Partnerships, U.S. Department of State

Christopher Jurgens, Center for Transformational Partnerships, U.S. Global Development Lab

Nancy Payne, Vice President, PeaceTech Lab

ASSEMBLY CHAIR:

Matthew Bishop, U.S. Business Editor, The Economist

KEY TAKEAWAYS:

You do not have to compromise earnings by aligning with the SDGs because sustainable development creates earnings.

Companies must be able to articulate to shareholders that aligning with the SDGs is not simply philanthropy, as it makes a business more robust.

Social value, sustainability, and shareholder returns are intrinsically linked.

Purposeful brands are growing at a faster rate than average ones, and they are invested in deep, cross-sector partnerships.

Taking risks and aligning with the SDGs is more difficult for small businesses than it is for larger ones.

The development of robust capital markets is critical in achieving the SDGs.

In order to further incentivize investment in the SDGs, the tax and regulatory structure for countries giving and receiving investment needs to be reformed.



THE STATE OF AMERICAN POLITICS



SUPPORTING THEME: *Opportunity & Prosperity*

FORMAT: *Plenary*

SPEAKERS:

Lindsey Graham, Senator of South Carolina

Heidi Heitkamp, Senator of North Dakota

George Mitchell, former Senate Majority Leader

Morgan Ortagus, Executive Director, EY (Moderator)

David Perdue, Senator of Georgia

Matthew Swift, Co-Founder, Chairman, & CEO, Concordia (Moderator)

KEY TAKEAWAYS:

Partisanship and a loss of public confidence in the government is an important factor in the state of politics today. We must transcend these challenges to overcome gridlock, actively debate, and resolve issues.

Forward-looking leadership with a long-term outlook is important in remaining united and properly preparing the country to face challenges in the future.

Turbulence is unpreventable. While violence and conflict are pervasive in the world today, a historic comparison shows that there is less loss of human life today than ever before.

Migration must be viewed as a global issue and should be included in international conversations. The problem extends beyond ending the fighting - there is now a generation of people with lost opportunities and very little to return home to.

Investing in the lives of others is the only way out of the issues the United States and the world are currently facing.

Demonization of outside groups is part of U.S. history, but we have always risen above it. We have benefitted enormously from immigrants who bring their genius and energy to the United States (e.g. the founders of Apple, Amazon, and Google).

WHERE HISTORY MEETS POLICY: RECOMMENDATIONS FOR AMERICA'S 45TH PRESIDENT



SUPPORTING THEME: *Diplomacy & National Security*

PROGRAMMING PARTNER: *The Miller Center*

FORMAT: *Plenary*

SPEAKERS:

William J. Antholis, Director & CEO, The Miller Center

Secretary Sylvia Mathews Burwell, Department of Health and Human Services

KEY TAKEAWAYS:

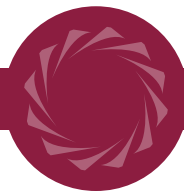
When the Affordable Care Act was passed, 1 in 7 Americans was not insured. Now 20 million more people have access to health insurance. In terms of quality, pre-existing conditions are no longer an impediment to care, readmissions have been reduced, and \$473 billion has been saved. Incentivizing outcomes under this framework has led to measuring true quality of care.

It is imperative that we move to a one payment system and recruit appointees for execution capability in the first year. The first budget will be a test of how the new president chooses to translate his/her values into a strategy and promote a bipartisan spirit in Congress.

Healthcare costs for the private sector remain a challenge. The system should provide quality over quantity and streamline payments and coordinated care. HSS also needs the authority to use market tools, including negotiating on high cost and speciality drugs.

HSS holds a Data Palooza every year that encourages companies to convene, and the FDA will award a company that develops an app for accessing Naloxone, as well as an app for an understandable health bill.

THE 2016 CONCORDIA SUMMIT



PRIVATE SECTOR FORUM
ON MIGRATION & REFUGEES



THE STATE OF HUMAN MOBILITY



PROGRAMMING PARTNER: *Columbia University's Global Policy Initiative, International Organization for Migration, the Office of the UN High Commissioner for Refugees, with the support of the Open Society Foundations and Swiss Agency for Development and Cooperation*

FORMAT: PLENARY

INTRODUCTION:

Nicholas M. Logothetis, Co-Founder & Chairman of the Board, Concordia

Gregory Maniatis, Senior Advisor to Peter Sutherland, the UN Special Representative for Migration, Senior Program Advisor at the Open Society Foundations, also affiliated with the Columbia University's Global Policy Initiative

Matthew A. Swift, Co-Founder, Chairman, & CEO, Concordia

PANEL SPEAKERS:

Karen AbuZayd, United Nations Special Adviser on the Summit on Addressing Large Movements of Refugees and Migrants

Michael W. Doyle, University Professor and Director of the Global Policy Initiative, Columbia University (moderator)

Filippo Grandi, United Nations High Commissioner for Refugees

Giorgos Kaminis, Mayor of Athens, Greece

Meb Keflezighi, Olympic Silver Medalist & Boston Marathon Champion

David Miliband, President & CEO, International Rescue Committee

William Lacy Swing, Director General of the International Organization for Migration

KEY TAKEAWAYS:

Over 65 million men, women, and children worldwide have been forced to flee their homes as a result of violent conflict, poverty, inequality, climate change, and environmental degradation; this includes over 21 million refugees, three million asylum-seekers and over 40 million internally displaced persons.

This session examined the outcomes of the Sept. 19th UN Summit for Refugees and Migrants; addressed the causes and drivers of

migration; highlighted the positive contributions of refugees and migrants; and identified the ways in which the private sector is a key partner.

Filippo Grandi reminded governments that peace needs to be pursued and that the Refugee Convention states the solution to this issue cannot be achieved without international cooperation.

There are many misconceptions about refugees. In reality, most are not located in camps but in communities and can be great contributors to society, not a burden.

William Lacy Swing pointed out that there are many simultaneous conflicts around the world, such as Syria. With rising anti-migrant sentiment and the erosion of international moral authority, the international community has yet to engage the private sector effectively though it is a natural partner for turning around the toxic narrative on migration. There is a great virtue in diversity, and migration is a reality that needs to be managed in a humane and responsible manner.

David Miliband focused on the long term need for a solution and noted the rights of refugees in international law. He stated that this is an issue that affects every community in the United States and around the world. Citing a study from Lebanon to highlight the impact of private sector investment, he explained that for every \$1 that went towards refugees, \$2.13 circulated back into that community. He believes resettlement is the practical solution, and that the private sector should also engage in war zones to assuage conditions of people living in conflict.

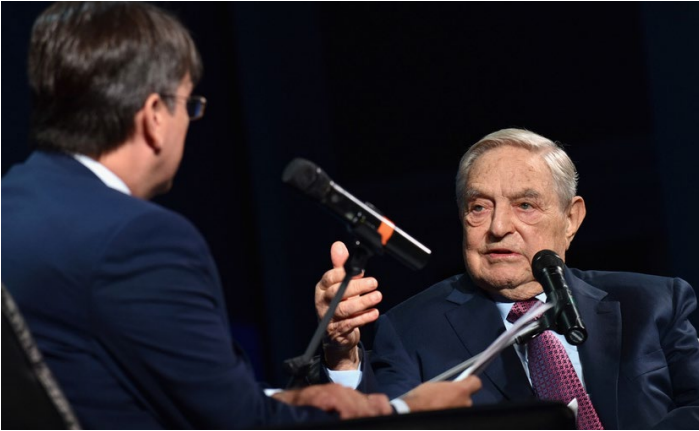
Giorgos Kaminis emphasized the importance of creating solidarity networks in Greece and across Europe. As cities are now the drivers of growth and innovation, governments can work closer with their citizens and the private sector to integrate with refugees.

Meb Keflezighi spoke about his experience as a refugee. "There are a lot of difficulties coming into a new land...but through generosity, you can give people opportunities, assimilate them in a country, and help them work their way up to be positive contributors to society," he stated.

Karen AbuZayd reflected on the recent New York Declaration for Refugees and Migrants that expressed the political will of world leaders to save lives, protect rights, and share responsibility on a global scale. On September 19th, 193 member states signed up in support. This declaration was a milestone, but what comes next is crucial. Creative energy from the private sector is needed in education and other areas to provide dignity and safety for all.



KEYNOTE REMARKS: GEORGE SOROS ON MIGRATION



PROGRAMMING PARTNER: *Columbia University's Global Policy Initiative, International Organization for Migration, the Office of the UN High Commissioner for Refugees, with the support of the Open Society Foundations and Swiss Agency for Development and Cooperation*

FORMAT: *Plenary*

SPEAKERS:

Gregory Maniatis, Senior Advisor to Peter Sutherland, the UN Special Representative for Migration, Senior Program Advisor at the Open Society Foundations, also affiliated with the Columbia University's Global Policy Initiative

George Soros, Founder and Chair of Soros Fund Management and the Open Society Foundations

KEY TAKEAWAYS:

In this keynote session, George Soros, Founder and Chair of Soros Fund Management and the Open Society Foundations (OSF), highlighted the importance of P3s and how they have become indispensable in today's world.

Mr. Soros discussed his work through OSF and how it seeks to improve the lives of those that are marginalized and vulnerable due to the migration and refugee crisis.

Collaborating with organizations such as the United Nations and the International Rescue Committee, OSF will establish guiding principles to inform the private sector on how to engage on this issue. His goal is to demonstrate how the private sector can provide sustainable solutions for migrants and their countries of origin.

Mr. Soros has made the refugee and migration crisis a top priority. In response to President Obama's call to action on this issue, Mr. Soros pledged \$500 million to invest in social impact initiatives and businesses started by refugees.

According to his comprehensive plan to solve the crisis, the EU must:

- Take on refugees directly from front-line countries in a secure and orderly way.
- Regain control of its borders.
- Generate economic growth.
- Build a common mechanism to protect borders.
- Provide a voluntary matching mechanism to relocate refugees, looking to the Canadian model as an example.
- Offer greater support outside its borders, particularly to African countries, to create jobs in countries where some migrants originate and reduce the number looking to migrate.
- Create a welcoming environment for migrants in order for them to contribute significantly to innovation and development.



CALL TO ACTION ON MIGRATION & REFUGEES



PROGRAMMING PARTNER: *Columbia University's Global Policy Initiative, International Organization for Migration, the Office of the UN High Commissioner for Refugees, with the support of the Open Society Foundations and Swiss Agency for Development and Cooperation*

FORMAT: *Plenary*

SPEAKERS:

Professor T. Alexander Aleinikoff, Visiting Professor of Law & Huo Global Policy Initiative Research Fellow, Columbia Global Policy Initiative, Columbia University (Moderator)

Gregory Maniatis, Senior Advisor to Peter Sutherland, the UN Special Representative for Migration, Senior Program Advisor at the Open Society Foundations, also affiliated with the Columbia University's Global Policy Initiative

Kathleen Newland, Senior Fellow and Co-Founder of the Migration Policy Institute

Salil Shetty, Secretary General of Amnesty International

Salim Salamah, Director, Palestinian League for Human Rights

CLOSING REMARKS:

Nicholas M. Logothetis, Co-Founder & Chairman of the Board, Concordia

KEY TAKEAWAYS:

This concluding Call to Action drew attention to plans and projects announced throughout the Private Sector Forum on Migration and Refugees that focused on next steps in rebuilding the lives of refugees and restoring communities.

Kathleen Newland summarized each of the Strategic Dialogues held throughout the day which emphasized the need for the private sector to step in and take on a larger role where governments are failing.

Salil Shetty expressed his disillusionment in the lack of urgency from stakeholders in attendance at the UN Summit on September 19th. There are millions around the world in desperate need, and Amnesty International has put forward five concrete proposals for global responsibility sharing to alleviate the refugee crisis. Additionally, Amnesty International's "I Welcome" campaign encourages individuals and the private sector to take responsibility and pledge to welcome refugees into their communities.

Salim Salamah, a political refugee from Syria explained "I am one of the luckiest to be sitting here with you today." He noted that what the world is experiencing isn't so much a refugee crisis as it is a crisis of leadership, calling on the private sector to identify solutions. He emphasized the need to: understand the political root causes of the crisis; include Syrian voices in discussions; and develop comprehensive approaches.

Gregory Maniatis noted that the ongoing refugee crisis is a reflection of the current state of our societies and democracies.

T. Alexander Aleinikoff concluded, "It is about the urgency of now, and how together we can make a huge difference."



PRIVATE SECTOR FORUM ON MIGRATION & REFUGEES KEY TAKEAWAYS



KEY TAKEAWAYS:

PHILANTHROPY AND FORCED DISPLACEMENT

This session explored going beyond usual corporate social responsibility (CSR) and suggested building core business models to create social value that can turn into profitable ventures.

CREATING GLOBAL CONNECTIVITY FOR REFUGEES

During this session, participants discussed taking advantage of the low marginal cost of technology today to connect all refugees with access to information and knowledge of where to get services.

THE PRIVATE SECTOR'S ROLE IN REFUGEE RESETTLEMENT

This Strategic Dialogue addressed the need to assist countries in learning about private sponsorship of refugees. Canadian initiatives in multi-stakeholder partnership were cited as examples.

INNOVATIVE APPROACHES FOR SKILLS MATCHING

Participants explored new methods to assess refugees' skills and match them to communities where they can thrive.

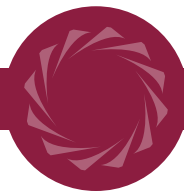
A PRIVATE INVESTMENT MODEL FOR REFUGEE HOSTING AREAS

The discussion focused on not only incentivizing private investment in refugee hosting areas, but also removing disincentives by pooling risks and using insurance.

CHANGING THE NARRATIVE: POSITIVE DISCOURSE ON REFUGEES AND MIGRANTS

Participants stressed the importance of humanizing refugees by telling their stories and the stories of the communities that welcome them.

THE 2016 CONCORDIA SUMMIT



CAMPAIGNS FOR
SOCIAL IMPACT

2016 SUMMIT

CAMPAIGN AGAINST LABOR TRAFFICKING



The 2016 Concordia Summit furthered our inaugural campaign, the Campaign Against Labor Trafficking. Through plenary and strategic dialogue programming, and the announcement of key partnerships, Concordia was able to engage leaders across industries and sectors around a challenging and complex subject of economic, political, and moral importance.

PLENARY: CONCORDIA CAMPAIGN AGAINST LABOR TRAFFICKING



SPEAKERS:

Benjamin Skinner, Founder & Principal, Transparentem
Jon Bowermaster, Filmmaker, One Ocean Media Foundation
Nishan Degnarain, Chair, Global Agenda Council on Oceans

This plenary session featured a screening of the trailer to *Ghost Fleet*, a film project currently underway documenting illegal, unreported, and unregulated (IUU) fishing vessels around the world. It also provided a platform for a discussion between Nishan Degnarain, Chair of the Oceans Council at World Economic Forum, and Jon Bowermaster, *Ghost Fleet* co-producer, moderated by Ben Skinner, Founder and Principle of Transparentem. Documentaries like *Ghost Fleet* play a critical role in the fight against labor trafficking in the fishing industry because they humanize a largely invisible problem. This is one means by which to educate the public and increase consumer demand for slave-free seafood, thereby raising the issue to the leadership agendas of major seafood producers and governments.

CAMPAIGN ANNOUNCEMENT: CONCORDIA CAMPAIGN AGAINST LABOR TRAFFICKING



PROGRAMMING PARTNER: *New York University Stern Center for Business & Human Rights & Winrock International*
SPEAKERS:

Hanne Dalmut, Director of Social Impact, Concordia
Matthew Swift, Co-Founder, Chairman, & CEO, Concordia
Rodney Ferguson, President & CEO, Winrock International
Sarah Labowitz, Co-director, NYU Stern Center for Business & Human Rights

To achieve real and lasting impact in the space of labor trafficking, Concordia has partnered with the New York University Stern Center for Business and Human Rights and Winrock International, both leading institutions in this area. These partnerships will work toward the development of a collaborative, standards-based, industry-wide approach to address human rights and labor abuses in the fishing industry. In line with Campaign goals, these partnerships will: advance research; connect local and global initiatives; and forge relationships with actors across global supply chains. Over the next several years Concordia will, through these partnerships, work to move the needle on the cross-sector effort to eradicate labor trafficking in the fishing industry.



STRATEGIC DIALOGUE: CAMPAIGN AGAINST LABOR TRAFFICKING



PROGRAMMING PARTNER: *New York University Stern Center for Business & Human Rights, Winrock International*
CHAIR:

Rodney Ferguson, President and CEO, Winrock International

ASSEMBLY CHAIR:

Sarah Labowitz, Co-Director, NYU Stern Center for Business and Human Rights

BROAD STROKES: LABOR TRAFFICKING CHALLENGES ACROSS INDUSTRIES

Conversation Lead: Ed Marcum, Managing Director, Humanity United

The problem is complex, large scale, and pervasive across industries. There are no silver bullets, and no single actor or sector can drive change alone. Multiple factors contribute to an environment where exploitation can take place. At the same time, things are changing: consumer awareness is much higher; the NGO sector is much stronger, sophisticated, and coordinated than even a decade ago; and policy is beginning to rise to the challenge. To fully address this challenge, the dialogue needs to continue to evolve, moving beyond the perception that business is the problem. Labor trafficking requires a multi-sector solution.

GLOBAL TRACEABILITY IN SEAFOOD SUPPLY CHAINS

Conversation Lead: Timothy Moore, Senior Partnerships Advisor, USAID Oceans and Fisheries Partnership, SSG Advisors

Seafood is the most widely traded animal protein in the world, yet one out of six fish caught is caught by a slave. Traceability offers a market-based approach to combat IUU fishing, and to improve transparency and the adoption of ethical labor practices in the industry. At the same time, the fishing industry presents unique complexities to traceability not present in other industries. Collaborative solutions and new technologies could, however, provide some solutions towards end-to-end traceability.

RESPONSIBLE RECRUITMENT

Conversation Lead: John Morrison, CEO, Institute for Human Rights and Business

Continuing the theme of pervasive challenges, discussion turned to responsible recruitment. For migrant workers seeking employment across multiple sectors, illegal recruitment practices can lead to bonded servitude and slavery. Yet, the abolishment of recruitment fees is not a simple fix. For instance, there is a lack of independent auditors capable of providing this verification. A long-term employment relationship between a business and an employer could increase accountability and transparency around this complicated challenge. To this end, corporations must understand the employee-employer relationship at all points in its supply chain. Additionally, government policy must match ILO protocols outlawing recruitment fees.

PERVASIVE CHALLENGES ACROSS INDUSTRIES: PRIVATE SECTOR

PERSPECTIVE ON CHALLENGES, SOLUTIONS

Conversation Lead: Dr. Darian McBain, Group Director of Sustainable Development, Thai Union

Industry leaders have made the eradication of labor trafficking a priority, in part due to increasing government and consumer demand. A number of industry wide collaborations and cross-sector partnerships are taking place, but the systemic adherence to a set of standards remains absent.

PERVASIVE CHALLENGES ACROSS INDUSTRIES: A GOVERNANCE APPROACH TO ERADICATING LABOR TRAFFICKING

Conversation Lead: Ambassador Susan Coppedge, U.S. Department of State's Bureau to Monitor and Combat Trafficking in Persons

The private sector alone cannot prevent labor trafficking and ensure a fully clean supply chain: meaningful government commitment is necessary. This agenda explored steps being taken by the U.S. Government at a federal and state level. The UK Anti-Slavery Act was also identified as a powerful tool, particularly its stipulation that a corporation's Board must annually sign-off on the report. Governments can play an important equalizing role in an industry, minimizing any competitive disadvantage resulting from good labor practices. Some saw the possible end of TTIP as a missed opportunity for global advancement, and the loss of an important carrot.

NEXT STEPS FOR THE CAMPAIGN



2016 SUMMIT

CAMPAIGN FOR A SUSTAINABLE GLOBAL FOOD SUPPLY



At the 2016 Concordia Summit, Concordia launched its Campaign for a Sustainable Global Food Supply. The Campaign, conducted in partnership with the Arnall Family Foundation, reflects Concordia's belief that a humane and sustainable global food supply is a challenge of utmost importance for today and tomorrow, and that public-private partnerships (P3s) can provide a pathway to a meaningful solution. The Campaign aims to elevate the issue of animal welfare as it explores policy, innovation, and global efforts in the food sustainability space into the next several years.

PLENARY: SUSTAINABLE TRENDS IN THE GLOBAL FOOD SUPPLY



SPEAKERS:

Gene Baur, President & Co-Founder, Farm Sanctuary

Emmanuel Faber, CEO, Danone

David W. MacLennan, Chairman & CEO, Cargill

Highlighting the launch of Concordia's Campaign on a Sustainable Global Food Supply, Gene Baur, Co-Founder and President of Farm Sanctuary, moderated a discussion between Emmanuel Faber and David MacLennan, CEOs of Danone and Cargill, respectively. Multinational food-product corporations are being pushed by tremendous shifts in consumer expectations to provide more humane and sustainable food options. Danone has pledged to increase transparency in its sourcing, and Cargill has made the strategic shift to also include sourcing alternative proteins. According to both company leaders, public-private partnerships play a pivotal role in helping food producers transition to more sustainable practices.

STRATEGIC DIALOGUE: HUMANE AND SUSTAINABLE GLOBAL FOOD SUPPLY



PROGRAMMING PARTNER: *Arnall Family Foundation*

CHAIR:

Sue Ann Arnall, President, Arnall Family Foundation

ASSEMBLY CHAIR:

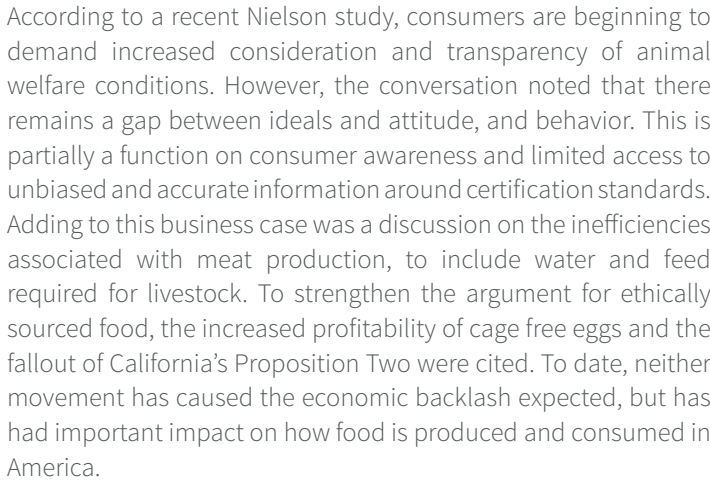
Hanne Dalmut, Director of Social Impact, Concordia

Ensuring a humane and sustainable global food supply presents a challenge and opportunity to the international community. This strategic dialogue convened 30+ experts in the food supply space, from the private, public, and civil society sectors. Farmers, food manufacturers, celebrity chefs, and animal rights activists all came to the table to share their views on what it would take to achieve food sustainability.

ETHICAL AND HUMANE FOOD SUPPLY

Conversation Leads: Steve McIvor, CEO, World Animal Protection; Wayne Pacelle, CEO, Humane Society of the United States; Alisa Gravit, CEO, Green America

70 billion animals are farmed annually for global food consumption and the majority of meat eaters – some national studies reporting up to 95% – are interested in animal welfare. This is impacting purchasing and consumption patterns, and driving a market for animal welfare certifications. This session discussed the business case for animal welfare in food production.



Leads: Willy Foote, Founder and CEO, Root Capital; Jesus Madrazo, Vice President of Global Corporate Engagement, Monsanto; Walker Morris, CEO, Clinton Development Initiative

The United Nations projects the global population to reach 8.5 billion in 2030. The community is divided around whether that means more food must be produced, or whether it's more a matter of producing better and more accessible food around the world. For many in the strategic dialogue, the sustainability space would benefit from increasing the productivity of global farmers while also developing improved frameworks for distributing food and ensuring market access, particularly for smallholder farmers seeking capital access. Sustainable farming techniques also offer new solutions to food supply concerns, but have not been globally adopted. There is a space for collaboration between farmers and organizations working to promote environmentally conscious practices. Today's inefficiencies can be overcome, but there remain questions around investment and the appropriate role

THE BIGGEST THING SINCE SLICED BREAD: TRENDS AND TECHNOLOGY

Conversation Leads: Joyjit Deb Roy, Vice President, Winrock International; Bruce Friedrich, Executive Director, Good Food Institute; Shen Tong, Founder, Food Future Inc.

NEXT STEPS FOR THE CAMPAIGN

Concordia Campaigns seek to raise awareness, generate research, and build partnerships. Each Campaign is characterized by a graduate-level fellowship and a multi-sector partnership. Over the next year Concordia will be recruiting for both. The 2016 Concordia Summit identified several areas where the Campaign for a Sustainable Global Food Supply could provide real value and achieve social impact:

RAISE AWARENESS:

- Produce and circulate topic-related thought pieces to fuel conversation

GENERATE RESEARCH:

- Develop fellowship framework for Campaign
- Assess and evaluate consumer awareness tools
- Identify and articulate role of different sectors across themes of production, post-harvest, access, and distribution

BUILD PARTNERSHIPS:

- Establish Campaign advisory body to help shape Campaign goals and identify areas of P3 value add
- Map partnership landscape across sectors and geographies



The 2016 Concordia Summit plenary and strategic dialogue programming furthered conversations integral to the establishment of possible future campaigns. These sessions varied in terms of audience and subjects, but each represented a pressing global need wherein P3s could provide a positive impact. Discussion outcomes will guide future potential campaign activity.

THE FUTURE OF CONCORDIA CAMPAIGNS



PROGRAMMING PARTNER: *Arnall Family Foundation*

FORMAT: *Plenary*

SPEAKERS:

Sue Ann Arnall, President, Arnall Family Foundation

Matthew Swift, Co-Founder, Chairman & CEO, Concordia

This fireside chat between two drivers of Concordia's Campaign for Social Impact series provided insight into what keeps them up at night and how they see public-private partnerships making a positive impact around the world. Campaigns represent Concordia's efforts to achieve meaningful impact.

ADDITIONAL FUTURE CAMPAIGNS IN DEVELOPMENT

Collaboration in Cancer Research

Pan-American Energy Alliance

ADDITIONAL THEMES UNDER CURRENT CAMPAIGN CONSIDERATION:

Migration & Refugee Crisis

Corruption & Rule of Law

Water Security



PRECISION MEDICINE IN CANCER RESEARCH



PROGRAMMING PARTNER: *Sylvester Comprehensive Cancer Center, University of Miami*

FORMAT: *Plenary*

SPEAKERS:

Lally Graham Weymouth, Senior Associate Editor, The Washington Post

Dr. Stephen Nimer, Director, Sylvester Comprehensive Cancer Center, University of Miami

Dr. James Downing, CEO, St. Jude Children's Hospital

Dr. Michael Kalos, Chief Scientific Officer for Immunobiology, at Eli Lilly & Company

Dr. Jedd Wolchok, Chief of the Melanoma and Immunotherapeutics Service, Memorial Sloan-Kettering Cancer Center

KEY TAKEAWAYS:

The plenary discussion focused on the state of pediatric cancer treatment research, the future of precision medicine, and the evolution of technology in clinical research. The conversation reinforced several recommendations out of Vice President Biden's Cancer Moonshot initiative, including the need to develop a data sharing ecosystem coupled with progress through regulatory reforms. The panel identified key areas for future progress around funding for research, patient accessibility to precision medicine, and incorporating middle income and developing countries where the burden of cancer is the greatest. In order to sustain progress, the medical field must innovate and continue to partner and bring together treatment modalities.

PARTNERING TO FIGHT WOMEN'S CANCERS IN AFRICA



PROGRAMMING PARTNER: *Project Concern International*

FORMAT: *Plenary*

SPEAKERS:

Secretary Condoleezza Rice, Chair, Pink Ribbon Red Ribbon Board of Directors (via video)

George Guimaraes, CEO, Project Concern International

Celina Schocken, CEO, Pink Ribbon Red Ribbon

Lisa Carty, Director, U.S. Liaison Office, Joint United Nations Program on HIV/AIDS (UNAIDS)

Amb. Deborah L. Birs, M.D., U.S. Global AIDS Coordinator & U.S. Special Representative for Global Health Diplomacy

Irma Alfaro-Beitz, Vice President, Global Health, QIAGEN

KEY TAKEAWAYS:

This plenary discussion highlighted Project Concern International and Pink Ribbon Red Ribbon's partnership to screen for, prevent, and treat cervical in Zambia. Their cross-sector approach to prevention has brought health care access to local communities, targeted the most hard to reach populations, and resulted in scalable, cost-effective treatment for women in Zambia. Panelists agreed that in order to solve the major health problems sustainably, there must be an integrated solution involving local actors on the ground each step of the way.



COLLABORATION IN CANCER RESEARCH



FORMAT: *Strategic Dialogue*

CO-CHAIRS:

Nancy Brinker, Cancer Advocate, Global COnsultant, & Founder, Susan G. Komen

Susan Braun, CEO, The V Foundation for Cancer Research

Eric Rosenthal, Special Correspondent, MedPage Today

KEY TAKEAWAYS:

This Strategic Dialogue convened 20+ experts to discuss challenges, identify opportunities for potential partnerships, and share insights into best practices, lessons learned, and recommendations for elevating the global priority of the fight against cancer. The session presented participants with five key questions to drive the conversation around leadership: identifying landmines in the field of cancer research; opportunities for collaboration; avenues to accelerate research; the high cost of treatment for patients; and, the hurdle of limited research funding.

The group suggested that experts and leaders in the field can be a catalyst for progress. By instituting a data sharing mechanisms that puts in place good practices around cross-sector resource sharing with the dual function of speeding up the transfer of knowledge to patients, the care of cancer patients can be democratized. This would set a precedent for greater access to care and treatment available for patients across the board.

Elevating prevention provides another pathway to reduce the incidence of cancer. A focus on primary and secondary prevention has the potential to address the widespread public information gap observed by experts. This would also be an opportunity to develop a pipeline through which the fruits of existing research can more rapidly be delivered to the public and patients most in need.

The opportunity for cross-sector collaboration is ample due to the need for improved relations between the Pharmaceutical industry, leading academic institutions, and government bodies like the National Cancer Institute and Federal Drug Administration. Fostering an environment of heightened integration and cooperation would create a space for greater risk, innovation, and bolder communication to advance new discoveries.

CAMPAIGN NEXT STEPS



RAISE AWARENESS

- Raise public awareness in line with campaign objectives through Concordia programming, media audience, and political network
- Activate next round of discussion through regular Concordia programming in 2017

GENERATE RESEARCH

- Map partnership landscape across sectors and identify existing white space for cross sector collaboration

BUILD PARTNERSHIPS

- Create a working group within Concordia's network to advance discussions and facilitate collaboration
- Possible partnership areas from the strategic dialogue include: formalizing macro-level interactions to connect sectors; analyzing health care delivery questions associated with the democratization of cancer care; examining cost containment through smart & new leapfrog interventions; engaging low resource countries in their effort to tackle the issue of cancer



TRANSCONTINENTAL COOPERATION: A PAN AMERICAN ENERGY ALLIANCE



FORMAT: *Plenary*

SPEAKERS:

Tom Brokaw, Special Correspondent, NBC News

T. Boone Pickens, Chair, BP Capital Management

KEY TAKEAWAYS:

In this plenary session, Tom Brokaw interviewed energy mogul T. Boone Pickens on his outlook for a regional approach to energy security in the Americas. Integrating the region's energy economy, Pickens claimed, would maximize resource potential and transfer necessary skills. He cautioned, however, that it is impractical to disregard fossil fuels when transitioning to a cleaner energy mix. The adoption of widespread clean energy usage takes time, so the United State's efforts to achieve energy independence through domestic oil and natural gas should be seen as part of the transition.

COORDINATING EFFORTS FOR A PAN-AMERICAN ENERGY ALLIANCE



FORMAT: *Strategic Dialogue*

CHAIR:

José María Aznar, former President of the Government of Spain

ASSEMBLY CHAIR:

Samantha Vinograd, Vice President, Goldman Sachs

KEY TAKEAWAYS:

This Strategic Dialogue convened senior statesmen and business leaders from the region to discuss the potential challenges and opportunities of a Pan-American Energy Alliance. Such a discussion is timely, given the scope of the energy security challenge. José María Aznar framed the discussion by stating that the Hemisphere is facing a growing population with a growing income -- which will increase energy consumption -- and that a Pan-American energy alliance is essential to overcome obstacles of accessibility, quality, and demand.

New technologies, innovative financing mechanisms, and diversified energy schemes were all identified as approaches to meet energy demands in the region in a more sustainable fashion. None, however, were considered a panacea, especially absent a regional strategy for adoption. Macro challenges like inadequate cross-border energy infrastructure and global emission targets, alongside micro challenges like rule of law and political will, were cited as obstacles to immediate integration. While opportunities for a more robust energy mix exist, in part through abundant solar energy in the Caribbean (demonstrated by successful projects like Haiti's Smart Village) and natural gas in North America, political and economic considerations will likely prevent a full regional movement transition away from fossil fuels.



COORDINATING EFFORTS FOR A PAN-AMERICAN ENERGY ALLIANCE (CONTINUED)

Participants agreed that integration presented the most optimistic future for the region's relationship with energy. An alliance could assist in a number of areas, to include achieving the appropriate balance of energy affordability, reliability, and carbon mitigation necessary to advance individual countries and the region. To best achieve this objective, more work around supply diversification, policy reform, the incentivisation of capital flows, and regional integration is necessary.

CAMPAIGN NEXT STEPS

RAISE AWARENESS

- Develop an awareness campaign that communicates the security and human rights interlinkages between energy and climate change at a regional level

GENERATE RESEARCH

- Demonstrate how a Pan-American Energy Alliance can be a cleaner, more economical, and more stable supplier of energy
- Strengthen the link between a Pan-American Energy Alliance and poverty alleviation

BUILD PARTNERSHIPS

- Coordinate public and private sector investment in creating requisite energy infrastructure
- Create a working group within Concordia's network to advance discussions and facilitate collaboration

2016 SUMMIT

NEWS & HIGHLIGHTS



The 2016 Concordia Summit garnered significant attention from the press. Yahoo Finance was the official livestream partner for the event. Three of their top anchors, Andy Serwer, Rick Newman, and Alexis Christoforou, served as moderators. As a result of this partnership, the Summit reached a broad global audience digitally marking a big step for Concordia as it expands its international reach.

The Summit also featured a media opportunity with Filippo Grandi (United Nations High Commissioner for Refugees), George Soros (Founder and Chair of Soros Fund Management and the Open Society Foundations), and John McCallum (Minister of Immigration, Refugees and Citizenship of Canada), followed by an exclusive press conference on Canada's refugee program.

YAHOO FINANCE - LIVESTREAM PARTNER MEDIA HIGHLIGHTS

[Here's how you solve the Refugee Crisis: George Soros](#)

[Sen. Perdue: Government needs to partner with private industry](#)

[Susan G. Komen Founder: Competition is healthy for cancer research](#)

[We need a North American energy alliance: T Boone](#)

[Warren Buffett: There Comes a Point Where Money has no real Utility](#)

[This is what Washington corruption really looks like](#)

VIDEO & BROADCAST

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