

## Achieving Results Workshop Series 2007

### AHC Group 17<sup>th</sup> Annual Corporate Affiliates Workshops

### Leadership Benchmarking Series on Emerging Issues, Financial Risk, and Shareholder Value

Leaders Like to Learn from Leaders...



...Trusted, Engaged and Bold Since 1981

**June 20-21, 2007**  
**Gideon Putnam Resort**  
**Saratoga Springs, NY**

Call 518-584-3000 Now for AHC Group Room Rate Discounts at Gideon Putnam Resort

Register with [David@ahcgroup.com](mailto:David@ahcgroup.com) or Call 518-583-9615

## Overview of Two Days at Gideon Putnam Resort:

### Tuesday, June 19

10:15am – 5:00pm Registration in Main Lobby  
5:30pm – 7:30pm Opening Welcoming Reception — Patio or Garden Room. Bring your spouses and travel colleagues!

### Wednesday, June 20

7:30am – 8:00pm Continental Breakfast — Arches  
8:00am – 12:00pm **Delivering on the Bottom Line: Corporate Governance & Social Needs Workshop** — Arches meeting room  
12:00pm – 1:00pm Networking Luncheon — Garden Room  
1:00pm – 5:00pm **Shareholder Value and Financial Risk--Arches**  
5:30pm – 7:30pm Networking Cocktail Reception — Garden Room / Patio



### Thursday, June 21

7:30am – 8:00am Continental Breakfast — Arches  
8:00am – 12:00pm **Management Risk Reduction and Site Remediation Workshop** — Arches  
10:00am – 10:20am 20min break for check out  
12:00pm – 1:00pm Networking Luncheon — Garden Room  
1:00pm – 4:00pm **Emerging Issues and World Inc Training Workshop** — Arches

Call Rachel McCracken or David Frazier at 518-583-9615 with any questions. [Rachel@ahcgroup.com](mailto:Rachel@ahcgroup.com)

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## Corporate Affiliate Logic and Vision Since 1990

The AHC Group “Achieving Results” leadership benchmarking workshop series is a **network of dedicated professionals** who seek to learn from other leaders in **an educational process that is transformative**.

This ongoing leadership council mixes AHC Group’s distinct set of [Senior Associates](#) and our twenty-five years of key clients with our 40 **Corporate Affiliate Member organizations**. The cases we explore are lead by those making the decisions and leading the charge. Dr. Piasecki is the active facilitator of the group discussions throughout.

This ongoing benchmarking workshop, established and refined over 17 years with over 400 leading firms, **provides peer-to-peer leadership mentoring and high-level executive debate and discussion of the most relevant issues to you and your firm**. We strive to provide an environment of concrete leadership networking and exchange of best practices in all sectors of industry to reduce risk and create business value.

**For future planning:  
January 24-25, 2008  
AHC Corporate Affiliates  
Workshop “Achieving Results”  
Phoenix, AZ  
Contact Lily Gedney  
[Lily@ahcgroup.com](mailto:Lily@ahcgroup.com) / 518-583-9615**

**For future planning:  
March, 2008  
Renewable Energy & Climate  
Solutions Workshop  
Houston, TX  
Contact David Frazier  
[david@ahcgroup.com](mailto:david@ahcgroup.com) / 518-583-9615**

## Day One: Wednesday, June 20

### Delivering on the Bottom Line: Corporate Governance and Social Needs Workshop

8:00 A.M. – 2:00 P.M.

Workshop Chair: **Steve Wolff**, former President of Power Production at **Dayton Power & Light**, AHC Group Senior Associate.



Six years ago during the peak of the Enron and WorldCom crisis Steve Percy — former CEO of BP America--initiated our large corporate benchmarking workshop on Corporate Governance and Innovation. We are now renaming this for the next 3 years under the chairman of Steve Wolff with inputs from our member companies. Steve Wolff, a longtime affiliate member with DP&L, is now taking over as the Chair of this ongoing workshop. Here we blend the needs of top operating people with the themes of all our workshops. The goal is to add key messages and strategic and growth lessons regarding profit and loss to the themes of Site Remediation, Risk Reduction, Emerging Issues and Shareholder Value—our ongoing themes. We do this because our members find that reducing the firm’s risk premium, and positioning for future growth, go hand in hand. See [www.ahcgroup.com](http://www.ahcgroup.com) for the Money sections for background and history. Please contact David Frazier at [David@ahcgroup.com](mailto:David@ahcgroup.com) and Mark Coleman at [Mark@ahcgroup.com](mailto:Mark@ahcgroup.com) if you would like to see a summary of our Lexis Nexis studies.

#### ★ Welcoming Remarks from the Founder — **Bruce Piasecki**

- Bridging Corporate Affiliate Companies with New-Century Needs
- How Leaders Master the Tasks of Tomorrow

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#### ★ **Steve Wolff — former President of Power Production, DP&L:**



#### **Delivering on the Bottom Line: Directions for This Workshop**

Last session Steve spoke to us on his increased responsibilities to now lead DPL in generation, IT, purchasing and asset management. He spoke about DPL’s new alliance with Duke (after buying Cinergy), and how he worked with AEP as a strategic partner. Building from the January workshop, where he was elected by the six CEOs in our membership as chair of this workshop, Steve will provide an overview of where he plans to take this workshop in the meetings ahead. He will run this in an interactive fashion you saw in January, seeking inputs and topics from each of you.

#### ★ **Shell Oil Company — Sam Smolik, VP — Global Downstream HSSE**

**Introduction by Thomas Rutherford, Chairman, Rutherford**



#### **A Retrospective: Key Learning’s from a 30+ Year Career in Dow and Shell**

Shell is our newest global Corporate Affiliate, along with Lockheed Martin. Here Sam returns from when he attended as the chief environmental officer of Dow as a member company. Sam’s

management responsibilities include environment, safety, security and all related global downstream responsibilities.

Sam Smolik has spent 32 years in a unique blend of Manufacturing and HSSE leadership positions. This includes experiences in both the Chemical and Oil businesses in several geographies. During this talk for our members, he has accepted our invitation to share some of his key learning's around the connectivity of the different parameters that yield quality performance in the industry. Visit [www.ahcgroup.com](http://www.ahcgroup.com) for more on Sam Smolik.

★ **IBM — Kevin Thompson**, Program Manager for Corporate Citizenship

**Introduction by David Frazier, Managing Editor of CST and Director of Policy at AHC Group**



**Innovations in CSR: How to Shift from Being Reactive to Proactive**

A majority of corporate leaders now agree CSR issues pose significant risks and provide viable market opportunities. Few companies know what to do about it. This presentation will focus on building effective CSR management structures, partnerships and go-to-market models to align CSR with business strategy and company operations. Kevin Thompson is new to our network, and will bring a special set of insights from IBM.

★ **ESS — Robert Johnson**, Founder and CEO

**Introduction by Patrick McCarthy, VP Energy & Environmental Services Practice at Lockheed Martin**



**ESS Goes Global: EH&S Management Solutions for Governance, Risk and Compliance**

Robert Johnson's ESS has provided integrated IT solutions to over 17,000 global clients, including most of our Corporate Affiliates. In the last three years, he has worked actively to bring his company's EHS platforms into new regions from China and India to Kuwait and the developing world. IT platforms play an increasingly significant role in aligning the needs for efficiency and emissions reductions with "going global."

Asked by a number of our affiliates to "globalize" their platform, Robert here explores how best to address this growing demand for "green" performance results. How best to aggregate and present the results across differing regulatory schemes and investors? How information management platforms can help drive EHS performance to assure business sustainability and meet corporate governance and social responsibility goals.

Please visit the ESS webpage to investigate the range and history of this longstanding Corporate Affiliate. [www.ess-home.com](http://www.ess-home.com)

## Shareholder Value and Money Matters Workshop

**1:00 P.M. – to 5:00 P.M.**

Workshop Chair: **Russ Thornton**, Director, Climate Change Services North America at **DNV**

7 years ago Hewson Baltzell, the President of Innovest, began our 100-company benchmarking series on Shareholder Value. Our central mission is to examine instances of corporate leadership and stock valuation methods that explore how improvements in energy, environmental, and product performance relate to the stock value or shareholder price of a firm. Two years ago, when DNV joined as an AHC affiliate, we expanded our exploration of Money Matters to include this lasting question:

**How does a firm’s financial risks and stock valuations relate to a firm’s path of growth?**

**Introduction by Dave Harvey**



Russ Thornton of DNV will speak to the group on “**Wall Street/Capitalism and Climate Risk**”. Russ will depict the huge swing in ferocity of interest on these topics and how this will affect industry. How is Wall Street reacting and preparing for legislative change and increased Shareholder proposals? Russ will focus on some actual, firsthand examples of how large investment firms and major corporations are responding to “critical climate change issues” by developing and implementing many-sided *business-driven* actions, including establishing and verifying their carbon footprint, acquiring assets and forming strategic partnerships.

Please visit [www.ahcgroup.com](http://www.ahcgroup.com), and click on the DNV pages to see why the AHCGroup has established an ongoing affiliation with DNV, and to learn why Helena and Russ are workshop chairs through the year 2009 workshop in this area. In this ongoing workshop we ask: **What best links financial risk and stock valuation with a firm’s path of growth?**

★ **HIP Investor — R. Paul Herman, CEO & Founder**

**Introduction by Lily Gedney, Research Assistant and Writer of the AHC Group**



R. Paul Herman founded HIP Investor to mobilize the global capital market of equity, corporate and government debt and cash deposits/reserves of \$140 Trillion to realize both Human Impact + Profit (HIP) at the same time. Paul is an alumnus of McKinsey and Company, eBay founder Pierre Omidyar’s venture capital and social investment firm, and Ashoka.org, a global accredited network of 2000+ systems-changing social entrepreneurs. Paul also founded a financial services company and industry niche, and sold his company after attracting 30,000 customers.

HIP Investor will share its innovative framework for solving human problems that yield both positive impact and attractive profits for corporations. The 1<sup>st</sup> Annual HIP Scorecard was published in the April 2007 issue of Fast Company magazine — and highlighted HIP and its collaborator, SVT Group of San Francisco. Paul will describe specific Fortune 500 products and services that create health, wealth, earth and equality — and boost customer satisfaction, employee satisfaction — to generate sustainable, profitable growth.

★ **Marsh — Chris Smy**, Managing Director and Global Practice Leader

**Introduction by Chuck Mowbray, Manager — Environmental Affairs at FirstEnergy**



**The New Realities of Risk as Green Goes Global**

As one of the top 3 insurance agencies in the World, Marsh has a unique view of emerging global risks. By reviewing special cases of risk, such as when Indonesia becomes a prime tin producer, or when China becomes a major manufacturer in the World's resource supplies this presentation looks at Climate Change, responsible investing and emerging issues in Asia. The presentation concludes with the three main routes by which investors engage companies, namely through benchmarking sessions, like the AHC Group workshops, through informal corporate guidance and through researchers talking directly with the companies at risk.

★ **Lockheed Martin- Patrick McCarthy**, VP Energy & Environmental Services Practice

**Introduction by Debbie Boyle, Director of Environment, Safety and Industrial Health at Oncor/ TXU**



**Being a Leader on Energy and Efficiency: The Rising Price of Energy Offers New Strategies at LM.**

This case-based presentation from our newest global Corporate Affiliate comes from a veteran in the areas linking energy, information, and corporate strategy. Patrick will explore in this presentation how best to provide large-scale efficiency programs to public entities and corporate leaders. Since 2002, Lockheed Martin has invested over 14 million in capital improvements specifically targeted at increasing their own energy efficiency and lowering greenhouse gas emissions at LM operating units.

★ **Nike — Lonny Knabe**, Sustainability Coordinator

**Introduction by Kelly Bennett, Director of Business Development for Sterling Planet**



**Creating Value and Brand from Social Response and Integration of Processes Abroad: Just Do It**

Lonny last was with the AHC Group set of leaders last November in Houston, at our energy as a game changer sessions. **Here he will update us on Nike's climate strategy globally**, and report out the progress they have made on emissions reductions in last three years. In addition, he will explain and explore why Nike has aggressively sought to tie-in their CSR goals with implementation efforts in their Asian manufacturing sites. As we enter a "brand new world", we are pleased to present Nike's perspective.

## Day Two: Thursday, June 21

### Site Remediation and Risk Reduction Workshop

8:00 A.M. – 12:00 P.M.

Workshop Chair: **Sheryl Telford**, Business Team Manager at DuPont and **Richard Ramirez**, Head VP of Remediation at Celanese



For the last six years, Dwight Bedsole has chaired this ongoing AHC Group workshop on site remediation programs, policies and new risk management tools. Dwight will be abroad this June, so Sheryl Telford of DuPont and Rick Ramirez of Celanese will co-chair in Dwight's absence. This has become a widely respected workshop transacted with insight and confidentiality. This workshop has transformed over the years and now focuses on a broader topic range to also include financial assurance, operational risk and retired assets. This engaging workshop now involves over 120 of the leading multinationals in the world.



#### ★ **Canadian National — Normand Pellerin**, Vice President of Environment

**Introduction by Rick Ramirez, Head VP of Celanese Americas**



#### **CN's Evolution as a Company, and Enterprise Risk Management and Its Value Added to the Company**

Normand will provide an overview of the evolution of Canadian National (CN) as a company, from a Canadian government corporation to a publicly traded company with assets throughout North America. Normand will discuss CN's integrated function, which includes Law, Public/Government Affairs, Environment and Risk Management, and how the Enterprise Risk Management (ERM) framework it employs has translated into value added for the company.

#### ★ **CH2M Hill — John Lovenburg**, VP Director, Site Management Market Segment **Al Hannum**, Global Director of Industrial Accounts

**Introduction by Fil Fina, Co-Founder and Vice President, Engineering, at Aztech Technologies**



#### **Globalization and the Ecology: Opportunities in Convergence**

CH2M Hill has been an active multi-year participant in these Affiliates events. Here in his co-presentation with Al Hannum John Lovenburg offers a reply to our January inquiry that they offer their sense of global developments. Founded in 1946, the firm has a special perspective on trends and the required infrastructure needs to fulfill the challenges before us regarding water, energy and materials supply.

Clients and their consultants are partnering to expand into overseas markets. Participate in the discussion as CH2M HILL describes how it supports clients who have acquired facilities and properties outside of the US to support growth in new markets to meet customer demands. CH2M HILL describes how it has expanded rapidly internationally in the last five years to meet multinational organizational needs for engineering and environmental services. This Presentation will provide highlights of the client and consultant approach for international expansion, the challenges faced, and the differences experienced in multiple countries and continents. Learn what globalization means to clients and consultants; what drivers and consequences result from globalization; and the emerging needs and opportunities as globalization takes clients to places just on the “edge of development.”

★ **Rutherford** — **Steve Myers**, Vice President & Practice Leader, Environmental Risk Management & **MetaVu** — **Mark Serwinowski**, President

**Introduction by Al Mok, Director EHS at Suncor Energy**



**Managing Ambiguities in a Time of Great Changes in Corporate Strategy.**



During our January February sessions, the Suncor presentation inspired a number of participants to seek this presentation on how best to manage and visualize risk and ambiguity in a time of great change. Suncor, for example, has grown from 13 billion to over 39 billion in market cap during its Corporate Affiliates membership. They displayed a remarkable set of decision tools to get there. Here our leaders from Rutherford and MetaVu offer a “frame” and a “set of choice points” as we manage increased ambiguity during a time of swift and global attention.

## Emerging Issues Workshop

**1:00 P.M. – 4:30 P.M.**

Acting Workshop Chair: **Corneilus Murphy**, President SUNY Environmental Science and Forestry

Ongoing Workshop Chair: **Dennis Minano**, former head of Energy and Environment at **GM**, and since 2003 an **AHC Group Senior Associate** and chair of this ongoing workshop.

Neil Murphy will be the Acting Workshop Chair of the Emerging Issues workshop this June, as Denny cannot be with us. Prior to being President of SUNY-ESF, Neil held various positions at O'Brien & Gere Engineers, Inc. starting out as a Laboratory Technician in June 1970, and working his way up to President in 1993 and Chairman of the Board in 1998. His technical expertise lies in the areas of environmental science and engineering management, hazardous waste management, environmental assessment, renewable energy systems, limnology, urban runoff planning, and industrial wastewater treatment.



Denny joined the AHC Group in early 2003, and this is the eighth set of facilitating his Emerging Issues workshop, now involving over 84 multi-nationals from our 210 leader network. Write [Denny@ahcgroup.com](mailto:Denny@ahcgroup.com) with your emerging topics you wish us to cover.

The Emerging Issues workshops provide an opportunity for today's leaders to address those growing business strategy and changing global economy concerns on the near horizon, providing a glimpse into the future from the leading experts in their fields. As the executive who redesigned GM's public policy functions, and as a former chairman of Keystone and other key emerging issues forums, Denny shows in this ongoing workshop the value of framing a response with tact and force.

### ★ **Masco Contractor Services — Dave Bell**, Vice President of Marketing

**Introduction by Rachel McCracken of the AHC Group**



#### **The Building Alliance between GE and Masco**

Masco Corporation is a global provider of branded supplies and services for residential new construction and home improvement. Some years they build over a million new homes in North America. This presentation explains the seven key building science principles of their new environments for the living program with GE. In addition, Dave Bell, their EFL National Sales Manager, gives us a glimpse of their new and emerging ecoimagination screens and dashboards that will allow home users to monitor the environmental footprint and behaviors of their homes.

★ **Neil Murphy** — President of the **SUNY School of Environmental Science and Forestry**

**Introduction by Jeff Sama, Director of Environmental Permits and Pollution Prevention at New York Department of Environmental Conservation**

**SUNY-ESF** **The Biorefinery in New York: Woody Biomass into Commercial Ethanol**

We all know we are rapidly confronting limited energy diversification options in our carbon constrained world. This presentation by the President of the SUNY college of Environmental Science and Forestry explores new hopeful options in bio-refining, including a commercial ethanol plant in NY that may give us a glimpse of things to come. Within this case study expect to see the mounting tensions between bio-mass for energy and bio-mass for critical food supplies in our new century.

★ **New Leaf Paper** — **Michael Peek**, Vice President

**Introduction by John Winter, Senior Associate of the AHC Group**



**NEW LEAF**  
PAPER

**Business Ethics in the Paper Manufacturing Industry**

A firm that started in 2000 and is now a \$19.5 million firm. New Leaf Paper is launching Sakura 100, a new product representing a significant advance over the recycled coated sheets of other U.S. paper companies, which contain only 10%–30% post-consumer waste. New Leaf Sakura 100 is designated Ancient Forest Friendly™ and is manufactured with Green-e® certified renewable wind energy.

## Updates and News from AHC Group:

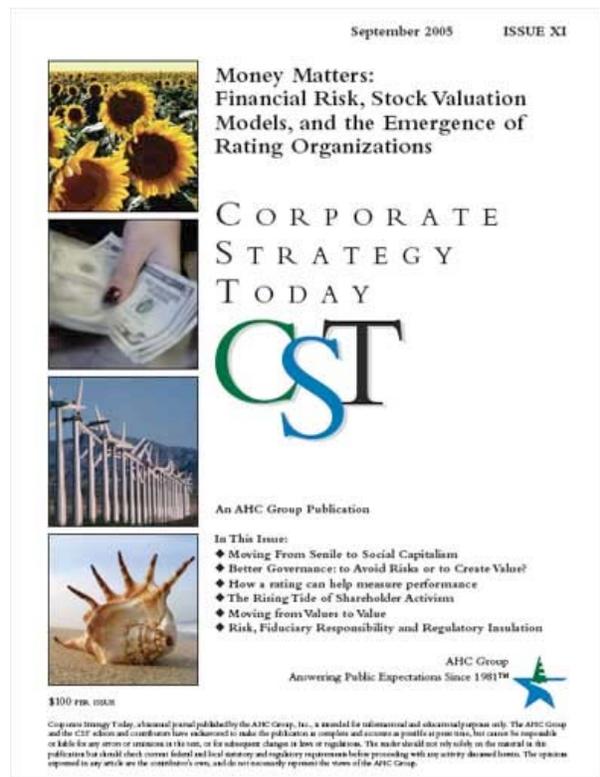
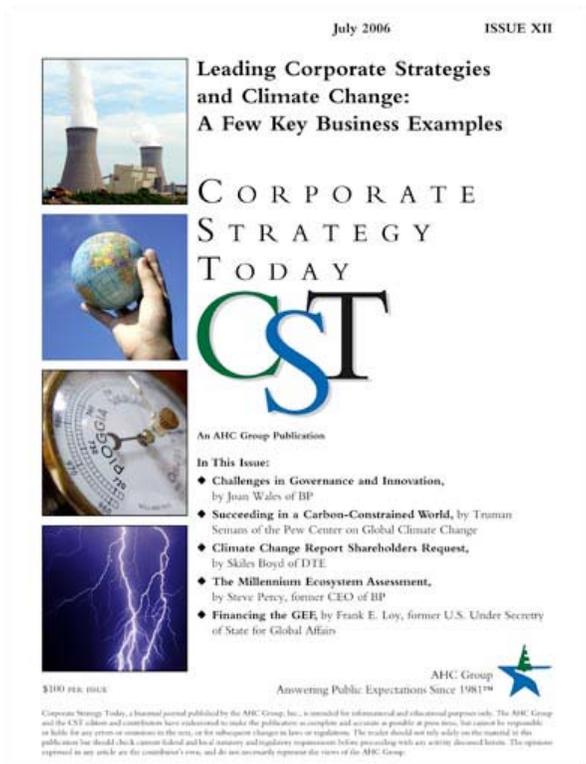
Hear from the AHC Group how best to maximize your Affiliate Membership and take advantage of the new evolving services we have built to best serve your changing needs. With over 25 years of experience of navigating the market the AHC Group is evolving as new trends in environmental and social response become core business strategy.

**Bruce Piasecki — Founder & President: 26-year History of AHC Group and evolving markets**

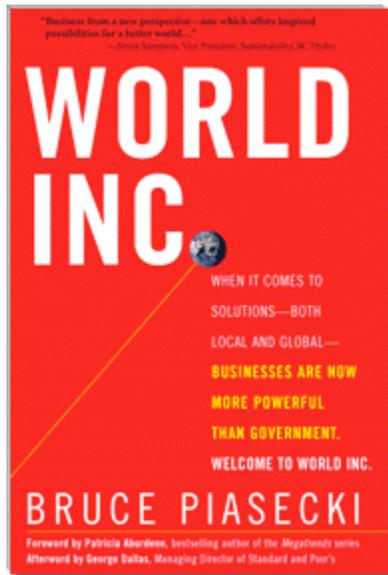
**John Winter —AHC Senior Associate: Destination World Inc: New Options for Adding Value with Training in Social Response**

**David Frazier — Director, Renewable Energy and Climate Solutions programs: Trends and Findings in Renewable and Climate Solutions**

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*“In World Inc. Dr. Bruce Piasecki sheds light on some profound changes taking place around the world, and the rapidly expanding role of global business enterprises in shaping the future. It is an eye-opener.”*

— **Charles Osgood**

**CBS Sunday Morning and the Osgood Files**

*“In his book, World Inc., Bruce Piasecki explores the changing role of business in the 21st Century, and the strategy of business sustainability as a source of inimitable competitive advantage. Today, as many business leaders revisit the question — ‘What will it take for our company to continue its rate of growth for the next 20 years?’ — they find that the answers for the next 20 years are markedly different from those of the past. Bruce contributes to this discussion by going beyond the usual topics of resource capacity and the unintended consequences of world economic development, to examine the changing role of business, and the capabilities and strategies required by leaders to excel in the empowered, social network of the emerging global economy.”*

— **Tyler J. Elm, Senior Director,**

**Corporate Strategy & Finance, Wal-Mart Stores, Inc.**

*“Bruce Piasecki has spent his career bringing people together to discuss the challenging issues of the times. If you spend much time with Bruce, you’ll undoubtedly notice that he listens intently and takes copious notes. He always knows when to inject a certain catalyst to spark and stimulate the discussion. World Inc. captures many of these thoughts and his vision into the future, and offers a unique opportunity to benefit from these hundreds and thousands of encounters that Bruce has experienced.”*

— **Sam Smolik,**

**Vice President — Health, Safety, Security and Environment**