

Because leaders
make better
decisions through
shared experiences.



AGENDA

10/12/2012



**Meridian Global
Leadership Summit**

11:00am-11:30am

Registration

11:30am-11:40am

Welcome and Summit Opening

Governor James J. Blanchard,

Partner and Co-Chair, Government Affairs Practice Group, DLA Piper,
Chairman, Meridian Board of Trustees

11:40am-12:00pm

Opening Remarks

Mr. Jay L. Johnson, Chairman and Chief Executive Officer,
General Dynamics Corporation

12:00pm-12:30pm

The State of Global Leadership: Where We Are Now

Presentation and Release of Gallup's Global Leadership Audit

Mr. Jim Clifton, Chairman and Chief Executive Officer, Gallup

12:30pm-1:15pm

What a Good Global Leader (and Citizen) Looks Like in 2020

His Excellency Yousef Al Otaiba

Ambassador of the United Arab Emirates to the U.S.

Her Excellency Nirupama Rao

Ambassador of India to the U.S.

Moderated by

Ambassador Stuart W. Holliday

President and Chief Executive Officer, Meridian International Center

1:15pm-2:00pm

Why Cooperation and Collaboration Matters in a Globalized World

A conversation with

Mr. Frederick W. Smith

Chairman, President and Chief Executive Officer, FedEx Corporation

Mr. David M. Rubenstein

Co-Founder and Co-Chief Executive Officer, The Carlyle Group

2:00pm

Summit Wrap-up and Conclusion

Mr. Jay L. Johnson and Mrs. Sydney McNiff Johnson

Global Leadership Summit and Meridian Ball Co-Chairs



On behalf of Meridian's Board of Trustees and our Presenting Sponsor, General Dynamics, I am pleased to welcome you to the first annual Meridian Global Leadership Summit, which examines the role of leadership in our increasingly connected world. This Summit is designed to highlight both the state of leadership at the global and national level, as well as the attributes of successful global organizations and corporations.

The Summit, and the 44th Annual Meridian Ball that takes place this evening, bring together Meridian's many constituencies and showcase the key issues that drive our work and mission. I would like to thank all of our sponsors, who are listed in this program, and recognize our partners, including the Ronald Reagan Building and International Trade Center. I am particularly pleased that as part of our ongoing U.S. Global Leadership partnership with Gallup, we are releasing the first "Global States of Mind: New Metrics for World Leaders" at today's event.

With a unique ability to bring policy makers, diplomats, and business leaders together, Meridian plays an important role in the U.S.'s engagement with the world. The Ambassadors who are on the panel and in the audience today – as well as the 24 Ambassadors who will host dinners this evening – reflect Meridian's important relationship with the diplomatic community here in Washington and around the world. Likewise, the business leaders speaking and attending the conference understand the importance of the cross-sector partnerships that Meridian fosters.

From its founding more than 50 years ago, Meridian has partnered with the U.S. Department of State to provide leaders from around the world the opportunity to exchange knowledge and ideas in their professional fields, and to build lasting relationships through the International Visitor Leadership Program (IVLP).

This past year marked the first Global Service Leaders Summit on volunteerism, bringing service leaders from around the world to Madrid, Spain to exchange best practices on promoting civic engagement and volunteerism. Other Meridian programs highlight key issues such as entrepreneurship, global health and food security, economic growth and development, and women's leadership.

Meridian believes in the importance of cultural diplomacy to bring together diverse populations across the globe. In cooperation with our Embassies around the world, Meridian created an exhibition on jazz diplomacy, which has now reached more than 70 venues in 37 countries. A highlight this year is Meridian's American-Chinese Cultural Initiative (ACCI), which unites the public and private sectors and builds relationships between the two nations through heritage, history, and cultural awareness and understanding.

Today also marks the launch of the Meridian Global Leadership Institute and the Meridian Global Leadership Development Program, a unique series of courses for private and public sector leaders that are designed to have a significant impact on corporate engagement, expansion, and success in overseas markets. The innovative curriculum, filled with strategies for addressing the complex interplay of economic, political, social, and cultural forces, will prepare its participants to operate more effectively within the global marketplace.

Finally, I would like to extend special thanks to Jay Johnson, Chairman and Chief Executive Officer of General Dynamics Corporation, and Sydney McNiff Johnson, this year's Summit and Ball Co-Chairs, as well as the many corporate leaders who have lent their support to Meridian. We thank them and all the attendees for making today's events possible.

A handwritten signature in black ink that reads "Stuart W. Holliday". The signature is fluid and cursive, with "Stuart" and "W." being more formal, and "Holliday" being more flowing.

Sincerely,
Ambassador Stuart W. Holliday
President and Chief Executive Officer
Meridian International Center

GENERAL DYNAMICS

On behalf of General Dynamics and my wife and co-chair, Sydney McNiff Johnson, I am pleased to welcome you to the first annual Meridian Global Leadership Summit. I look forward to an interesting and informative program featuring a group of speakers and panelists, each of whom can justly be called a "global leader."

Global leadership and cooperation are more important today than ever. Our world is increasingly interconnected, and the speed and depth of that interconnection increases every year. As a corporation with customers and operations on six continents and in more than 40 countries, General Dynamics is proud to be the presenting sponsor of today's events and to support the important work of Meridian International Center.

Thank you to those companies and individuals who join us in their support for Meridian, and for engaging with us in today's important discussion of leadership and cooperation.

A handwritten signature in black ink, appearing to read "Jay L. Johnson".

Sincerely,
Jay L. Johnson
Chairman and Chief Executive Officer
General Dynamics Corporation

Speaker Bios



His Excellency Yousef Al Otaiba

Ambassador of the United Arab Emirates to the U.S.

His Excellency Yousef Al Otaiba took up his Washington-based post as Ambassador of the United Arab Emirates to the U.S. in July 2008. Previously, Ambassador Al Otaiba served for seven years as the Director of International Affairs for the Court of the Crown Prince of Abu Dhabi. During that time, he was a senior counselor to HH General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces. In these roles, Ambassador Al Otaiba has helped strengthen the UAE's security and economic relations throughout the region, with the U.S. and with other nations. His responsibilities saw him serve as

the UAE's principal security, anti-terrorism and defense liaison to other governments and he was heavily involved in diplomatic efforts to improve regional security and defense cooperation. These efforts have included working to enhance UAE enforcement of export control laws and policy and coordinating counter proliferation activities with allies. Most recently, Ambassador Al Otaiba has helped guide Abu Dhabi's leadership in multinational discussions on best practices for sovereign wealth funds. This activity was an extension of Ambassador Al Otaiba's efforts to promote and deepen trade relationships between the UAE and other government, commercial, and private sector entities. For several years, Ambassador Al Otaiba has facilitated meetings between the UAE and other foreign economic interests, which have resulted in numerous mutually beneficial cooperative and partnership agreements. Ambassador Al Otaiba obtained a degree in international relations from Georgetown University after graduating from the Cairo American College. He also attended the Industrial College of the U.S. Armed Forces at the National Defense University as an International Fellow.



Governor James J. Blanchard

Partner and Co-Chair, Government Affairs Practice Group, DLA Piper;
Chairman, Meridian Board of Trustees

Governor James Blanchard joined DLA Piper upon the conclusion of his duties as U.S. Ambassador to Canada in April 1996. In recognition of his outstanding performance as Ambassador, Secretary of State Warren Christopher presented Governor Blanchard with the Foreign Affairs Award for Public Service, making him one of only a handful of ambassadors to receive this prestigious award. He was named Ambassador to Canada in May 1993, after serving two terms as governor of Michigan and four terms as a member of the U.S. Congress. In 1992, he chaired President Bill Clinton's successful campaign in Michigan. Governor Blanchard is also former chairman of the Democratic Governors Association and the National Democratic Platform Committee, as well as a former member of the National Governors Association's executive committee. *Newsweek* credited Governor Blanchard with leading "one of the most dramatic economic turnabouts in the recent history of state government," and national publications such as *US News* and *World Report* listed him among the best governors in America, one of the innovators and energizers who made things work in an era of declining federal aid.

Speaker Bios



Jim Clifton

Chairman and Chief Executive Officer, Gallup

Since 1988, Jim Clifton has served as CEO of Gallup, a leader in organizational consulting and public opinion research. His most recent innovation, the Gallup World Poll, is designed to give the world's 7 billion citizens a voice in virtually all key global issues. Mr. Clifton has pledged to continue this effort to collect world opinion for 100 years in 150 countries. Under Mr. Clifton's leadership, Gallup has achieved a fifteenfold increase in its billing volume and expanded Gallup from a predominantly U.S.-based company to a worldwide organization with

40 offices in 30 countries and regions. Mr. Clifton is the creator of The Gallup Path, a metric-based economic model that establishes the linkages among human nature in the workplace, customer engagement, and business outcomes. This model is used in performance management systems in more than 500 companies worldwide. He is also the author of many articles and of the book *The Coming Jobs War*. Mr. Clifton serves on several boards and is Chairman of the Thurgood Marshall College Fund. He has received honorary degrees from Jackson State, Medgar Evers, and Bellevue Universities.



Ambassador Stuart W. Holliday

President and Chief Executive Officer, Meridian International Center

Previous to his position with Meridian International Center, Ambassador Stuart Holliday served as United States Ambassador for Special Political Affairs at the United Nations (2003-2005). Prior to serving at the UN, Ambassador Holliday was Coordinator (Assistant Secretary) of the U.S. State Department's Bureau of International Information Programs and Principal Deputy Assistant Secretary for Public Affairs. From 2000-2001, he was Special Assistant to the President and Associate Director of Presidential Personnel at the White House.

From 1998-2000, he served as Assistant (deputy) Policy Director to then Governor of Texas. He has also served as Executive Director of the Dallas Council on World Affairs and as Regional Director for North Africa, the Middle East and Turkey at the International Republican Institute. Ambassador Holliday served on active and reserve duty as an Officer in the United States Navy (Intelligence) from 1988-1995 and was recalled to active duty for Operation Desert Storm. Ambassador Holliday is a life member of the Council on Foreign Relations; the education chair of YPO's Global Diplomacy and Policy Group; and on the Board of Directors for the Council of American Ambassadors and IFES.

Speaker Bios



Jay L. Johnson

Chairman and Chief Executive Officer, General Dynamics

Jay L. Johnson became chairman and chief executive officer of General Dynamics on May 5, 2010. He was previously named the company's president and chief executive officer on July 1, 2009. He had been vice chairman of the corporation since September 2008, and has been a member of the company's board of directors since 2003. Prior to being selected as CEO, Mr. Johnson was chief executive officer of Dominion Virginia Power, where he oversaw electric transmission and distribution services to more than 2.3 million customers

in Virginia and North Carolina, as well as competitively priced energy and related services to another 1.6 million customers in 11 states. He joined Dominion in September 2000 and held a variety of posts including senior vice president – Business Excellence and president and chief executive officer – Dominion Delivery. Mr. Johnson, who grew up in West Salem, Wis., is a graduate of the U.S. Naval Academy and a retired Admiral, U.S. Navy. He served as Chief of Naval Operations and as a member of the Joint Chiefs of Staff from July 1996 until July 2000.



Sydney McNiff Johnson

Principal, SNR Denton

Sydney McNiff Johnson is a principal in SNR Denton's Global Energy practice, where she brings years of experience advising clients on domestic and international energy, environmental and political solutions within the government relations and public affairs arena. Previously, Sydney served as president of Lockhart Strategies International, LLC, a niche player in Washington, helping companies create government relations strategies to expand business capabilities; working with emerging energy technologies and environmentally friendly products

to gain market access; and developing pilot programs and championing relationships for firms in the public and private sector. She served as senior vice president of Government Relations and Corporate Communications for USEC, Inc., the world's largest uranium enrichment company (NYSE: USU), where she was liaison between the \$2.1 billion in revenue company and the Department of Energy. A native of the San Francisco Bay Area, Sydney came to Washington to serve as legislative assistant for Energy and the Environment to Congressman Paul N. "Pete" McCloskey, Jr. (R-CA) and three years later as Energy legislative assistant to Senator S.I. Hayakawa (R-CA). Sydney is an active member of the U.S. Nuclear Infrastructure Council (NIC), which she helped co-found in 2002 under the name of the U.S. Transport Council. Sydney is also a member of the Leadership Council of the American Council on Renewable Energy (ACORE). She currently sits on the board of directors of the National Symphony Orchestra; the Wild Salmon Center in Portland, Oregon; and the National Sailing Center and Hall of Fame in Annapolis, Maryland. She is also a member of the Chairman's Council for Conservation International (CI) and is one of the co-founders of CI's Women's Conservation Forum. Sydney received a BA in Political Economics from Colorado College.

Speaker Bios



Her Excellency Nirupama Rao

Ambassador of India to the U.S.

Mrs. Nirupama Rao assumed her responsibilities as Ambassador of India to the U.S. in September 2011. On completion of her University studies, and with an M.A. in English Literature, she joined the Indian Foreign Service in 1973. In a diplomatic career spanning over three decades, she served in various world capitals, including Washington, Beijing and Moscow. She acquired extensive experience in India-China relations, having served in the East Asia Division of the Ministry at policy level capacities for several years, and later serving as India's

first woman Ambassador to China from 2006 to 2009. Her other ambassadorial assignments include Peru and Bolivia, and Sri Lanka (where also she was India's first woman High Commissioner). Ambassador Rao has served previously in Washington in the capacity of Minister for Press and Cultural Affairs at the Indian Embassy from 1993 to 1995. She has also served in Moscow as Deputy Chief of Mission at her country's embassy there, in the late nineties. On return to New Delhi, she was designated as Spokesperson of the Ministry of External Affairs in 2001, the first woman Indian Foreign Service officer to hold this post. On completion of her ambassadorial tenures in Sri Lanka and in China, she was appointed Foreign Secretary, the highest office in the Indian Foreign Service, where she served a two-year term. Ambassador Rao was a Fellow at the Centre for International Affairs at Harvard University and also a Distinguished International Executive in Residence at the University of Maryland. Ambassador Rao was conferred the Degree of Doctor of Letters (*honoris causa*) by Pondicherry University at its Annual Convocation in 2012. Ambassador Rao is married to Sudhakar Rao, a distinguished civil servant and former member of the Indian Administrative Service who retired as the Chief Secretary of the State Government of Karnataka. They have two sons, Nikhilesh and Kartikeya.



David M. Rubenstein

Co-Founder and Co-Chief Executive Officer, The Carlyle Group

David M. Rubenstein is Co-Founder and Co-Chief Executive Officer of The Carlyle Group, and based in Washington, DC. Prior to forming the firm in 1987, Mr. Rubenstein practiced law in Washington, D.C. with Shaw, Pittman, Potts & Trowbridge (now Pillsbury, Winthrop, Shaw Pittman). From 1977 to 1981, during the Carter administration, Mr. Rubenstein was Deputy Assistant to the President for Domestic Policy. From 1975 to 1976, he served as Chief Counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional

Amendments. From 1973 to 1975, Mr. Rubenstein practiced law in New York with Paul, Weiss, Rifkind, Wharton & Garrison. Mr. Rubenstein is a 1970 magna cum laude graduate of Duke University, where he was elected Phi Beta Kappa. Following Duke, Mr. Rubenstein graduated in 1973 from The University of Chicago Law School. Among other philanthropic endeavors, Mr. Rubenstein is the Chairman of the John F. Kennedy Center for the Performing Arts, a Regent of

continued >>

Speaker Bios



the Smithsonian Institution, President of the Economic Club of Washington and on the Boards of Directors or Trustees of Duke University (Vice Chair), the Brookings Institution (Vice Chair), the Council on Foreign Relations (Vice Chair) and the Institute for Advanced Study. Mr. Rubenstein is also a member of several advisory boards including the Harvard Business School Board of Dean's Advisors, the Board of Trustees of the Young Global Leaders Foundation, the Advisory Board of School of Economics and Management Tsinghua University and the International Business Council of the World Economic Forum.



Frederick W. Smith

Chairman, President and Chief Executive Officer, FedEx Corporation

Frederick W. Smith is chairman, president and chief executive officer of FedEx Corporation a \$43-billion global transportation, business services and logistics company. Mr. Smith is responsible for providing strategic direction for all FedEx Corporation operating companies, including FedEx Services, FedEx Express, FedEx Ground and FedEx Freight. Since founding FedEx in 1971, Mr. Smith has been an active proponent of regulatory reform, free trade and "open skies agreements" for aviation around the world. Most recently, he has advocated for vehicle energy-efficiency standards and a national energy policy. Mr. Smith is co-chairman of the Energy Security Leadership Council, a Trustee for the United States Council for International Business and a member of the Business Roundtable. He served as chairman of the U.S.-China Business Council and is co-chairman of the French-American Business Council. Mr. Smith has served on the boards of several large public companies and the St. Jude Children's Research Hospital and Mayo Foundation Boards. He was formerly chairman of the Board of Governors for the International Air Transport Association and the U.S. Air Transport Association. Mr. Smith has received numerous civic, academic and business awards including the Global Leadership Award from the U.S.-India Business Council, the George C. Marshall Foundation Award; and the Circle of Honor Award from the Congressional Medal of Honor Foundation. In addition, Mr. Smith is a member of the Aviation Hall of Fame, served as co-chairman of both the U.S. World War II Memorial Project and the campaign for the National Museum of the Marine Corps and was named a top CEO by both *Barron's* and *Chief Executive* magazines. Born in 1944 in Marks, Miss., Smith attended Yale University, where he earned a B.A. in 1966. Mr. Smith served as an officer in the U.S. Marine Corps from 1966-1970.

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World leaders need more than just GDP and other traditional economic metrics to run their countries. Economic data is becoming less and less valuable because they tend to be outdated by the time they are made available. More significantly, GDP is less valuable because leaders now need to know much more than what people are spending – they need to know what they are *thinking*. GDP isn't enough if you are watching for instability. GDP isn't enough if you are trying to figure out levels of hunger, hopelessness, or suffering.

Recent events bear this out. All institutes worldwide knew GDP was rising in Tunisia and Egypt. They knew what 11 million Tunisians and 80 million Egyptians were buying and selling – but they didn't know what they were thinking. As a result, revolutions in those countries came as a shock. The UN didn't see those revolutions coming, neither did the WEF nor the World Bank. The U.S. spends tens of billions on intelligence – and it missed those revolutions too.

Arguably, no institution of leadership foresaw the most significant events in recent memory because they tend to use backward-looking metrics – the trailing indicators that are classic economics. They build leadership strategies with “after the fact” data.

To help solve this rather serious problem facing world leaders, Gallup and Meridian present the first-ever “Global States of Mind: New Metrics for World Leaders.” Our goal is to provide world leaders in government, business, and NGOs with a new set of more timely, forward-looking economics on what their citizens are *thinking*. This approach is becoming widely known as behavioral economics or wellbeing economics.

Gallup has invested \$100 million in polling technology over the past six years. We built consistent sampling frames across 160 countries, completing more than 1 million in-depth interviews with a standardized 60-item questionnaire that covers pretty much everything. We call it the Gallup World Poll.

This world audit of global behavioral economics is intended to help leaders build strategies for human and economic development that put their nations on the course of success and prosperity – and to head off unrest and revolution.

This is a crucial new report because one of Gallup's biggest discoveries is that there is no leadership as dangerous as leadership that doesn't understand the will of its nation's citizens. Because when world leaders have their premises and assumptions wrong – as in Tunisia, Egypt, and others yet to be revealed – and leaders lead with wrong assumptions, the worse they make their country and the world.

Gallup and Meridian plan to report these global standards every year. And we will continuously report to the world when we see shifts of interest – so that leaders have the information they need to lead their nations toward a better future.



Regards,
Jim Clifton
Chairman and Chief Executive Officer
Gallup

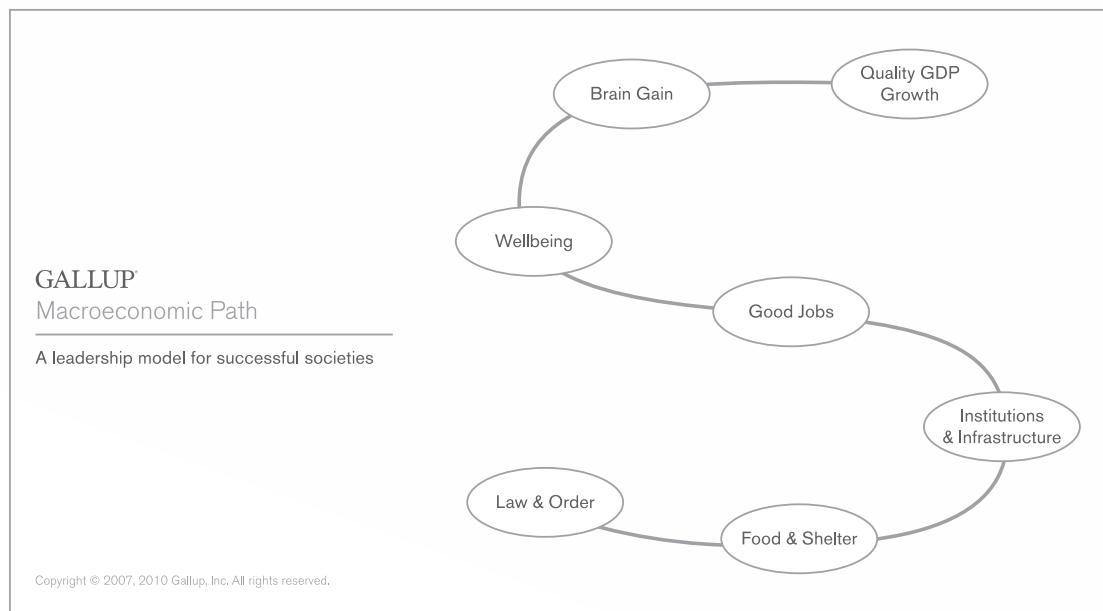
Gallup's Worldwide Research

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Gallup's World Pol – the only global study of its kind – spans more than 150 countries, territories, and areas, annually capturing what more than 98% of the world's adult population is thinking on topics from basic needs to job creation. Gallup's World Poll data set now includes more than 1 million interviews conducted since the research initiative started in 2005.

Gallup typically surveys 1,000 adults in each country at least once a year, using a standard set of core questions that Gallup translates into the major languages of the respective country. The data presented in this report are drawn from Gallup surveys in 148 countries, territories, and areas in 2011. Interviewers could not ask select questions in some countries – particularly sensitive questions related to government performance – because of government restrictions.

A Macroeconomic Model for Successful Societies



The **Gallup World Path: Macroeconomics** model provides the framework Gallup researchers believe societies must follow to thrive. The model highlights the link between every resident's individual contribution and the overall success of a community or country. Gallup's global network of researchers and analysts employ their knowledge of this path to construct surveys, collect data, and provide strategic advice based on the results.

The heart of the path is wellbeing. Just as great workplaces must deliberately create conditions to produce engaged employees and customers, communities must deliberately promote wellbeing to attract the best talent and promote quality GDP growth. As engaged employees and customers make growth and prosperity possible for companies, engaged residents do the same for their communities.

The fundamental needs of a community's residents, such as food and shelter, form the early steps of the path, followed by higher order needs such as good jobs and wellbeing. Many communities succeed at addressing basic needs, but they fail in achieving the latter steps of the path.

Law and Order

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Least Likely to Feel Safe		Most Likely to Feel Safe	
	Feel safe		Feel safe
Afghanistan	29%	Rwanda	92%
Chad	30%	Georgia	91%
Venezuela	34%	Qatar	91%
Dominican Republic	38%	Singapore	89%
Congo (Kinshasa)	38%	Indonesia	88%
Lesotho	38%	Hong Kong	88%
South Africa	38%	Tajikistan	85%
Zimbabwe	39%	Slovenia	84%
Gabon	39%	Laos	84%
Lithuania	39%	Niger	84%

Law and Order is the bedrock of a community's wellbeing, binding it together.

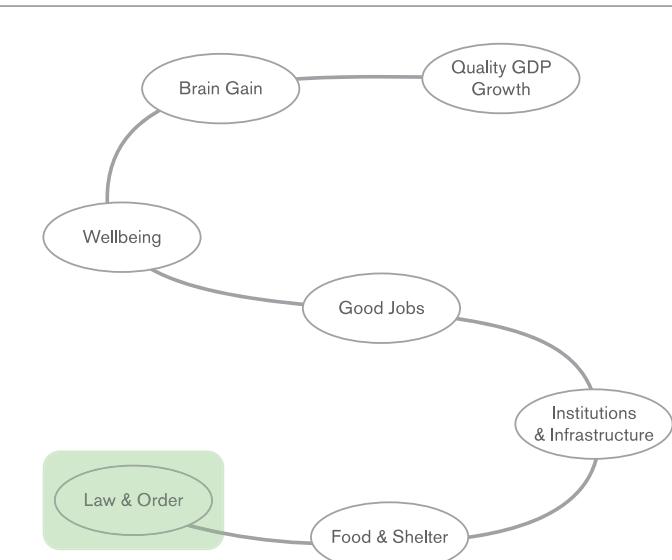
Law and Order gauges people's sense of personal security in their neighborhoods and their personal experiences with crime and law enforcement.

Gallup sees strong relationships between people's answers to these questions and external measures related to economic and social development, reinforcing how high crime rates can suppress social cohesion and negatively affect economic performance.

In the city or area where you live, do you have confidence in the local police force?

Do you feel safe walking alone at night in the city or area where you live?

*Within the last 12 months,
have you had money or
property stolen from you or
another household member?*



GALLUP®
Macroeconomic Path

A leadership model for successful societies

Food and Shelter

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Countries Struggling Most to Afford Food Countries Struggling Least to Afford Food

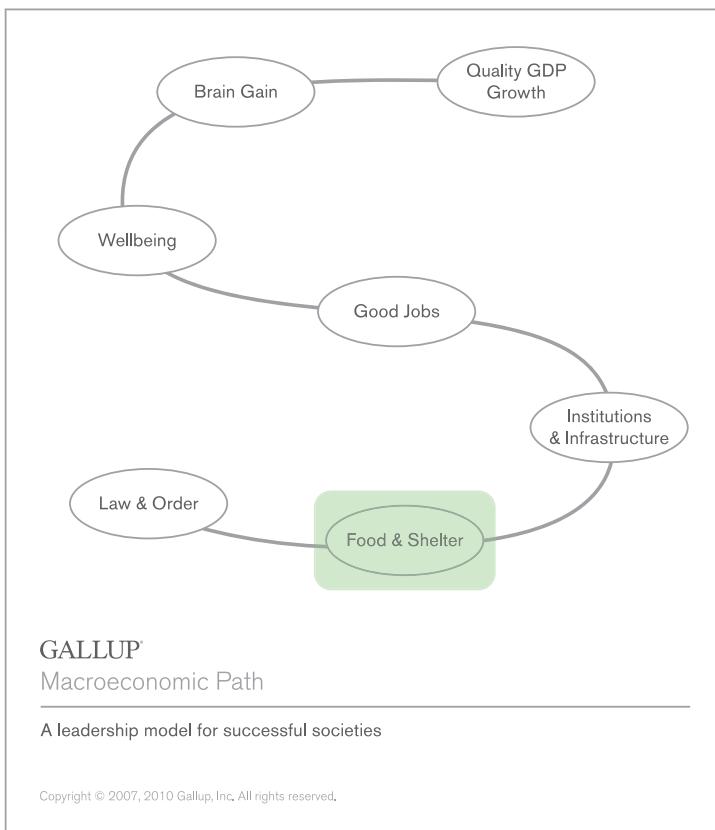
	Not enough money for food		Not enough money for food
Central African Republic	83%	China	6%
Togo	74%	Denmark	6%
Guinea	74%	Sweden	5%
Gabon	70%	Austria	5%
Burundi	68%	Germany	5%
Congo (Kinshasa)	67%	Netherlands	5%
Azerbaijan	65%	Japan	4%
Cameroon	64%	Luxembourg	4%
Lesotho	63%	Kuwait	3%
Liberia	63%	Singapore	0%

Food and Shelter measures the capability people have to meet their basic needs for food and shelter. This point on the path is an effective indicator of the prevalence of poverty across individuals in a group, country, or region.

As would be expected, people in wealthier countries report fewer problems affording the basics than those in lesser-developed countries. However, even in the wealthiest countries, some percentage of the population struggles with this.

Have there been times in the past 12 months when you did not have enough money to buy food that you or your family needed?

Have there been times in the past 12 months when you did not have enough money to provide adequate shelter or housing for you and your family?



Institutions and Infrastructure

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Institutions and Infrastructure measures confidence in key institutions including the military, the judicial system, the national government, and the honesty of elections and evaluates infrastructure, including roads, education, environment, healthcare, and housing.

People in countries where high percentages see widespread corruption in their government tend to have less confidence in their national institutions and in law and order, which suggests that corruption actively undermines the foundations of wellbeing.

Measures of government corruption and other questions that could be considered critical of the government are sensitive in some countries. Sometimes these questions are so sensitive that they are not asked, and if they are, the results may reflect citizens' reluctance to criticize the government. This is particularly true in countries where media freedom is limited, which makes it useful to study these perceptions within the context of measures such as those from Freedom House.

Highest and Lowest Perceptions of Government Corruption in Free Countries*

	Corruption is widespread in government		Corruption is widespread in government
Greece	91%	United Kingdom	44%
Lithuania	91%	Canada	41%
Czech Republic	89%	Uruguay	39%
Portugal	85%	Australia	31%
Latvia	84%	Finland	29%
Ghana	82%	Netherlands	26%
Hungary	81%	Luxembourg	25%
Costa Rica	81%	New Zealand	21%
Israel	81%	Denmark	17%
Mauritius	80%	Sweden	13%

*According to Freedom House 2011 Media Freedom Status

Highest and Lowest Perceptions of Government Corruption in Partly Free Countries*

	Corruption is widespread in government		Corruption is widespread in government
Kenya	96%	Brazil	63%
Nigeria	94%	Guinea	60%
Lebanon	92%	Macedonia	59%
Kosovo	91%	Bangladesh	58%
Indonesia	91%	Haiti	57%
Uganda	90%	Niger	54%
Tanzania	89%	Turkey	51%
Senegal	89%	Montenegro	45%
Bosnia and Herzegovina	88%	Georgia	27%
South Africa	87%	Hong Kong	15%

*According to Freedom House 2011 Media Freedom Status

Institutions and Infrastructure

GALLUP®

Highest and Lowest Perceptions of Government Corruption in Not Free Countries*

	Corruption is widespread in government	Corruption is widespread in government	
Swaziland	92%	Mexico	67%
Zambia	92%	Palestinian Territories	66%
Madagascar	91%	Kazakhstan	58%
Cameroon	88%	Syria	53%
Kyrgyzstan	87%	Djibouti	43%
Angola	87%	Tajikistan	42%
Tunisia	86%	Belarus	40%
Honduras	85%	Vietnam	32%
Chad	85%	Rwanda	12%
Thailand	83%	Singapore	5%

*According to Freedom House 2011 Media Freedom Status

In the city or area where you live, are you satisfied or dissatisfied with the public transportation systems?

In the city or area where you live, are you satisfied or dissatisfied with the roads and highways?

In your city or area where you live, are you satisfied or dissatisfied with the quality of air?

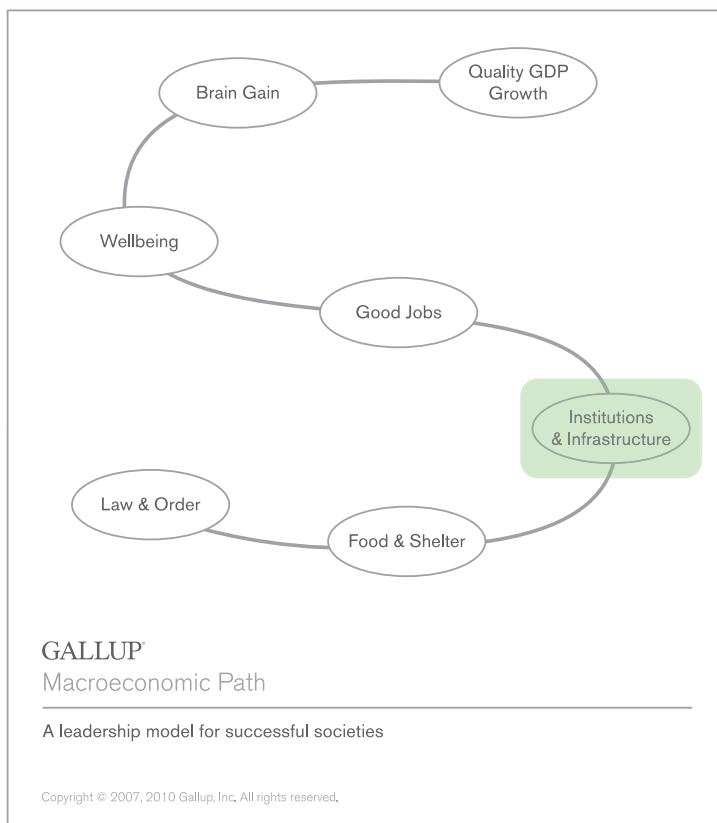
In your city or area where you live, are you satisfied or dissatisfied with the quality of water?

In the city or area where you live, are you satisfied or dissatisfied with the availability of quality healthcare?

Do you have confidence in each of the following, or not? How about the judicial system and courts?

Do you have confidence in each of the following, or not? How about the national government?

Do you have confidence in each of the following, or not? How about the military?



In your city or area where you live, are you satisfied or dissatisfied with the availability of good affordable housing?

Do you believe that children in [country] are treated with respect and dignity, or not?

Institutions and Infrastructure

GALLUP®

Do you have confidence in each of the following, or not? How about honesty of elections?

In the city or area where you live, are you satisfied or dissatisfied with the educational system or the schools?

Do most children in (country) have the opportunity to learn and grow every day, or not?

Does your home have a landline telephone?

Does your home have a cellular phone?

Does your home have television?

Does your home have access to the Internet?

Is corruption widespread within businesses located in (country), or not?

Is corruption widespread throughout the government in (country), or not?

Good Jobs

Good Jobs are what the world's residents want most.

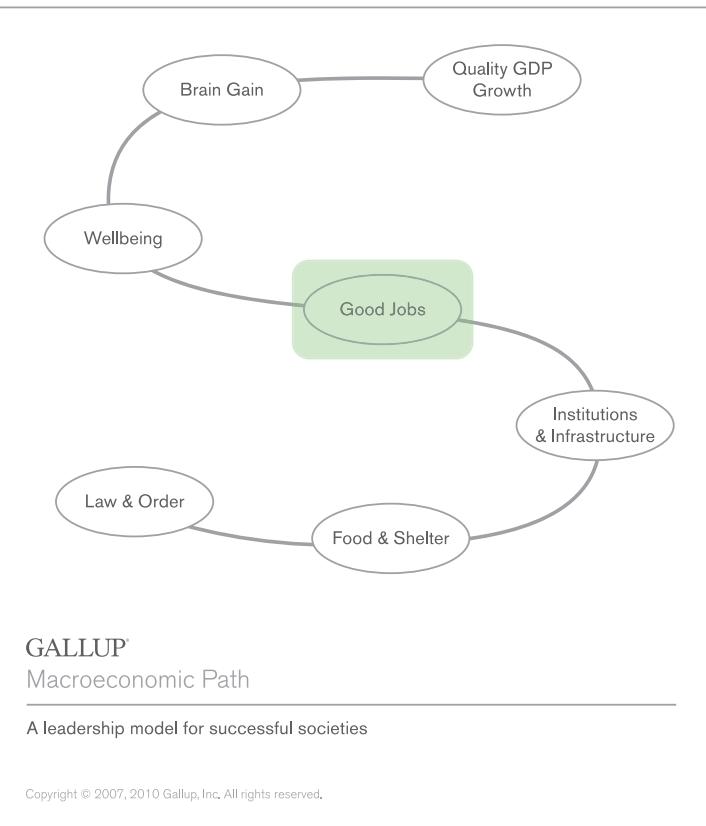
People's careers shape their identity and wellbeing, so it makes sense that Gallup's global surveys reveal that people with "good jobs" – those who work full time for an employer – tend to have the highest wellbeing. They are more likely rate their present and future lives positively than those who are self-employed, employed part time and looking for full-time work, or unemployed.

The Payroll to Population rate is the percentage of the population that is employed full time for an employer. It reflects the percentage of respondents in the population who are employed full time for an employer at least 30 hours per week.

Right now, do you think that economic conditions in the city or area where you live, as a whole, are getting better or getting worse?

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

In the city or area where you live, are you satisfied or dissatisfied with the availability of good job opportunities?



Good Jobs

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Lowest Payroll to Population Employment Rates

Among all national adults

	Payroll to Population
Iran	9%
Benin	9%
Tanzania	7%
Niger	7%
Lesotho	7%
Burkina Faso	7%
Congo (Kinshasa)	7%
Guinea	6%
Haiti	6%
Central African Republic	4%

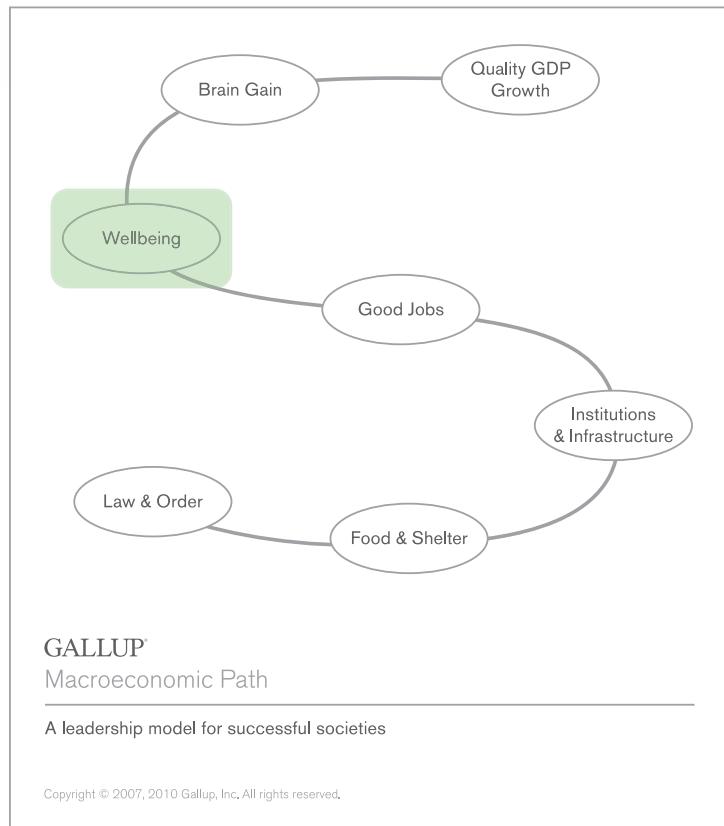
Highest Payroll to Population Employment Rates

Among all national adults

	Payroll to Population
Sweden	52%
Belarus	51%
Israel	50%
Croatia	48%
Slovakia	47%
Singapore	47%
Russia	46%
Denmark	45%
Estonia	44%
United Arab Emirates	44%

Wellbeing

Wellbeing measures the interconnected elements that contribute to health, happiness, and productivity including work, social networks, personal economics, personal health, and citizen engagement.



Gallup classifies respondents as "thriving," "struggling," or "suffering," according to how they rate their current and future lives on a ladder scale with steps numbered from 0 to 10 based on the Cantril Self-Anchoring Striving Scale. Those who rate their present life a 7 or higher and their life in five years an 8 or higher are classified as thriving, while those who rate both dimensions a 4 or lower are considered suffering. Respondents whose ratings fall in between are considered struggling.

Across countries, measures of wellbeing correlate highly with income, education levels, and

reported disease conditions. Individuals who are thriving have fewer disease conditions, fewer sick days, higher incomes, are more highly educated, and have better work environments. Countries with a higher percentage of thriving respondents also report that the area they live is a good place to live for people of different ethnicities, races, and cultures.

In comparison to thriving respondents, struggling respondents are much more likely to worry about money on a daily basis, and suffering respondents are less likely to have basic necessities such as food and shelter.

Which one of these phrases comes closest to your own feelings about your household's income these days: living comfortably on present income, getting by on present income, finding it difficult on present income, or finding it very difficult on present income?

Are you satisfied or dissatisfied with your standard of living, all the things you can buy and do?

Right now, do you feel your standard of living is getting better or getting worse?

Now, please think about yesterday, from the morning until the end of the day. Think about where you were, what you were doing, who you were with, and how you felt. Did you feel well-rested yesterday?

Right now, do you think that economic conditions in the city or area where you live, as a whole, are getting better or getting worse?

Did you learn or do something interesting yesterday?

Did you experience the following feelings during a lot of the day yesterday? How about enjoyment?

Do you have any health problems that prevent you from doing any of the things people your age normally can do?

Did you experience the following feelings during a lot of the day yesterday? How about physical pain?

Did you experience the following feelings during a lot of the day yesterday? How about worry?

Did you experience the following feelings during a lot of the day yesterday? How about sadness?

Did you smile or laugh a lot yesterday?

Did you experience the following feelings during a lot of the day yesterday? How about stress?

Did you experience the following feelings during a lot of the day yesterday? How about anger?

Were you treated with respect all day yesterday?

In the city or area where you live, are you satisfied or dissatisfied with the opportunities to meet people and make friends?

Have you done any of the following in the past month? How about donated money to a charity?

Have you done any of the following in the past month? How about volunteered your time to an organization?

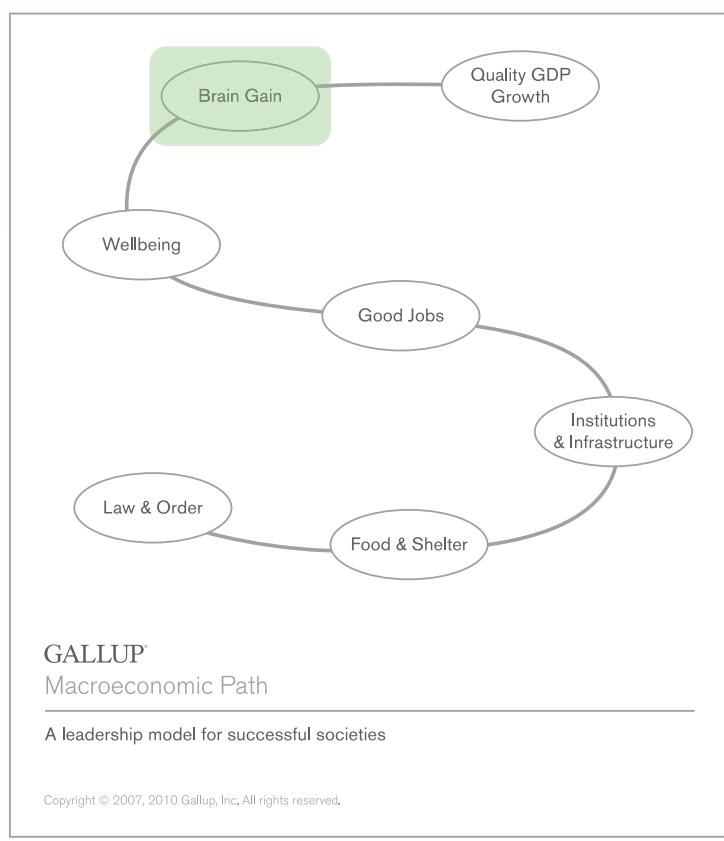
Have you done any of the following in the past month? How about helped a stranger or someone you didn't know who needed help?

Please imagine a ladder, with steps numbered from 0 at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you. On which step of the ladder would you say you personally feel you stand at this time?

Please imagine a ladder, with steps numbered from 0 at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you. Just your best guess, on which step do you think you will stand in the future, say about five years from now?

Highest Suffering Worldwide		Lowest Suffering Worldwide	
	Suffering		Suffering
Bulgaria	45%	Oman	2%
Yemen	38%	Saudi Arabia	2%
Armenia	35%	Australia	2%
El Salvador	33%	Denmark	2%
Nepal	31%	United Arab Emirates	1%
Afghanistan	30%	Netherlands	1%
Serbia	29%	Luxembourg	1%
Romania	28%	Canada	1%
Malawi	28%	Thailand	1%
Hungary	28%	Brazil	0%

Brain Gain



Brain Gain reflects a city's or country's ability to attract and retain talented people whose exceptional gifts and knowledge create new business and new jobs to help improve that city's or country's economy.

Gallup's worldwide studies document a clear relationship between "good jobs" and people's attachment to their communities. In countries where more people are employed full time for employers, residents are more likely to be satisfied with the communities they live in, more likely to recommend them to others, and considerably less likely to say they will probably leave them in the next year.

In the next 12 months, are you likely or unlikely to move away from the city or area where you live?

Would you recommend the city or area where you live to a friend or associate as a place to live, or not?

Are you satisfied or dissatisfied with the city or area where you live?

Brain Gain

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Highest Likelihood to Move Away in Next 12 Months		Lowest Likelihood to Move Away in Next 12 Months	
	Likely to move		Likely to move
Qatar	39%	Turkmenistan	5%
Togo	34%	Czech Republic	4%
Sierra Leone	33%	Slovakia	4%
Congo Brazzaville	33%	Hong Kong	4%
Botswana	32%	Tajikistan	4%
Liberia	31%	Belarus	4%
Sudan	30%	Japan	4%
Syria	30%	Croatia	4%
Ghana	30%	Thailand	4%
Gabon	28%	Singapore	1%

Beyond the Path

Leadership Approval

Do you approve or disapprove of the job performance of the leadership of this country?

Leaders' ability to lead does not hinge on their constituents' support, but this support does make it easier for them to lead effectively.

In countries where citizens feel free to say what they think of their country's leadership, job approval ratings can be a useful barometer of not only how well the country is doing, but also how well its residents are doing, and their faith that their leadership is moving their country in the right direction.

Lowest and Highest Approval of Leadership in Free Countries*

	Approve of country's leadership		Approve of country's leadership
Greece	16%	Luxembourg	80%
Czech Republic	17%	Mali	70%
Lithuania	18%	New Zealand	69%
Slovakia	23%	Uruguay	65%
Slovenia	24%	Sweden	62%
Latvia	24%	Netherlands	62%
Portugal	26%	Finland	60%
Spain	28%	Canada	60%
Jamaica	28%	Denmark	59%
Chile	30%	Mauritius	58%

*According to Freedom House 2011 Media Freedom Status

Beyond the Path

GALLUP®

Gallup's surveys show residents' perceptions of economic conditions are often related to approval ratings. In Europe, for example, people's ratings are strongly related to economic conditions. But economics are not the whole story. In Africa, governance issues such as the honesty of elections and the judicial system seem to matter much more.

Of all questions that Gallup asks worldwide, direct questions about a country's leadership are among the most sensitive.

In more than 20 countries, the question is too sensitive to ask and in some countries – such as those with little media freedom – the responses may reflect citizens' reluctance to criticize the government.

Lowest and Highest Approval of Leadership in Partly Free Countries*

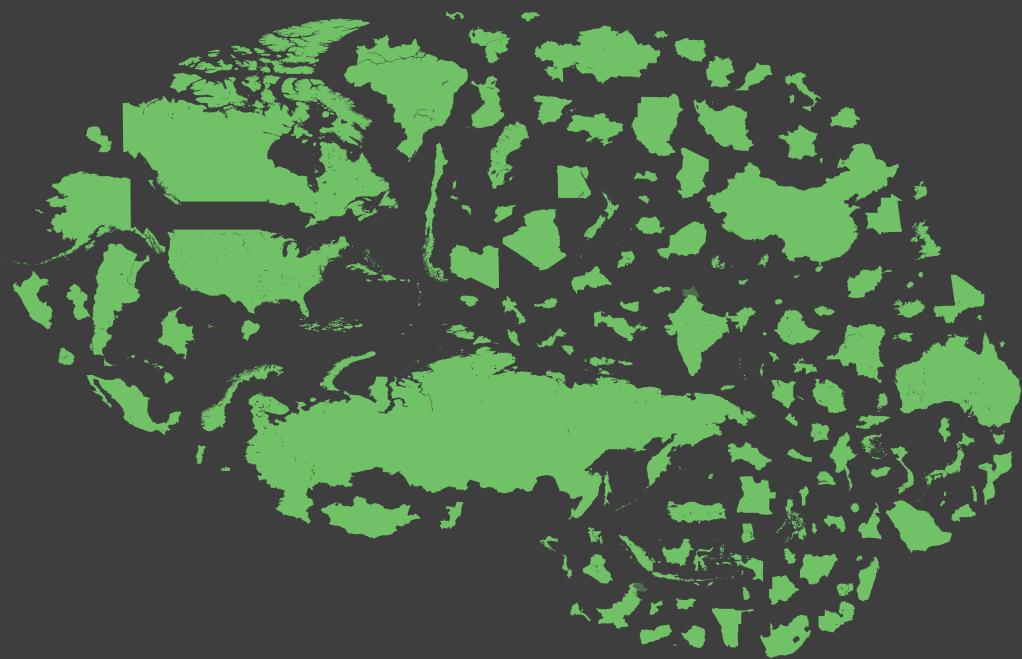
	Approve of country's leadership		Approve of country's leadership
Romania	10%	Niger	79%
Bosnia and Herzegovina	13%	Philippines	75%
Croatia	17%	Botswana	73%
Serbia	20%	Indonesia	71%
Italy	21%	Guinea	71%
Ukraine	22%	Benin	69%
Senegal	23%	Argentina	68%
Moldova	24%	Mozambique	66%
Bulgaria	26%	Ecuador	65%
Mongolia	28%	Nigeria	64%

*According to Freedom House 2011 Media Freedom Status

Lowest and Highest Approval of Leadership in Not Free Countries*

	Approve of country's leadership		Approve of country's leadership
Angola	16%	Singapore	86%
Pakistan	18%	Azerbaijan	86%
Iraq	24%	Tajikistan	84%
Afghanistan	27%	Malaysia	75%
Congo (Kinshasa)	34%	Central African Republic	75%
Honduras	34%	Kazakhstan	72%
Mexico	34%	Madagascar	71%
Armenia	39%	Vietnam	67%
Zambia	39%	Djibouti	66%
Swaziland	40%	Cameroon	64%

*According to Freedom House 2011 Media Freedom Status



What the World Is Thinking

GALLUP®

Gallup provides strategic consulting and advisory services to governments around the world –
for more information,
please email zach_bikus@gallup.com



MERIDIAN ACTIVITY MAP



PUBLIC AND CULTURAL DIPLOMACY

Meridian works with the U.S. State Department and our embassies worldwide to create lasting international partnerships through leadership and cultural exchanges. Through this partnership, Meridian has conducted exchange programs for more than 65,000 foreign professionals over the last 50 years and organized cultural exhibitions to 357 host venues in 44 U.S. states and 55 countries.



PUBLIC/PRIVATE PARTNERSHIPS

Meridian connects U.S. and foreign governments with the private sector to respond to global challenges and sustain impact. We work with the U.S. government to develop partnerships with emerging powers like China and India and traditional allies like France and Spain.



GLOBAL LEADERSHIP DEVELOPMENT

Whether creating customized seminars or providing comprehensive curricula on global leadership, Meridian leverages the power of exchange and thought leadership to create world-class executive education programs for emerging leaders. Meridian's newest initiative – the Global Leadership Institute – offers programs, regional briefings, and seminars that prepare participants to meet the challenges and pursue the opportunities of conducting business on a global scale.



NEUTRAL FORUM FOR INTERNATIONAL DIALOGUE

From business-focused breakfast series to large scale summits on global issues, Meridian convenes a prestigious network of government, business, diplomatic and civil society leaders to create a 360 degree dialogue around global issues.



A WORLD CLASS CAMPUS

A national historical site, Meridian is a premier venue for events and a valuable real estate asset. Through agreements and partnerships with leading venues, such as the Ronald Reagan Building and International Trade Center, in Washington and around the world, Meridian has extended its capacity for convening even larger events.

Our Summit Partners



About Gallup



Gallup delivers forward-thinking research, analytics, and advice to help leaders solve their most pressing problems. Combining more than 75 years of experience with its global reach, Gallup knows more about the attitudes and behaviors of the world's constituents, employees, and customers than any other organization.

Gallup consultants help private and public sector organizations boost organic growth through measurement tools, strategic advice, and education. Gallup's 2,000 professionals deliver services at client organizations, through the Web, and in more than 40 offices around the world.

Gallup News reports empirical evidence about the world's 7 billion citizens based on Gallup's continuous polling in 160 countries.

"The Gallup Business Journal" provides hard-hitting articles and insights aimed at helping executives improve business outcomes based on Gallup's experience boosting companies' performance.

Gallup also offers books with groundbreaking research on business, leadership, wellbeing, and politics, as well as coursework on the factors that drive individual and organizational performance.

Leaders Lead Differently When They Know What Gallup Knows.

About the Ronald Reagan Building and International Trade Center



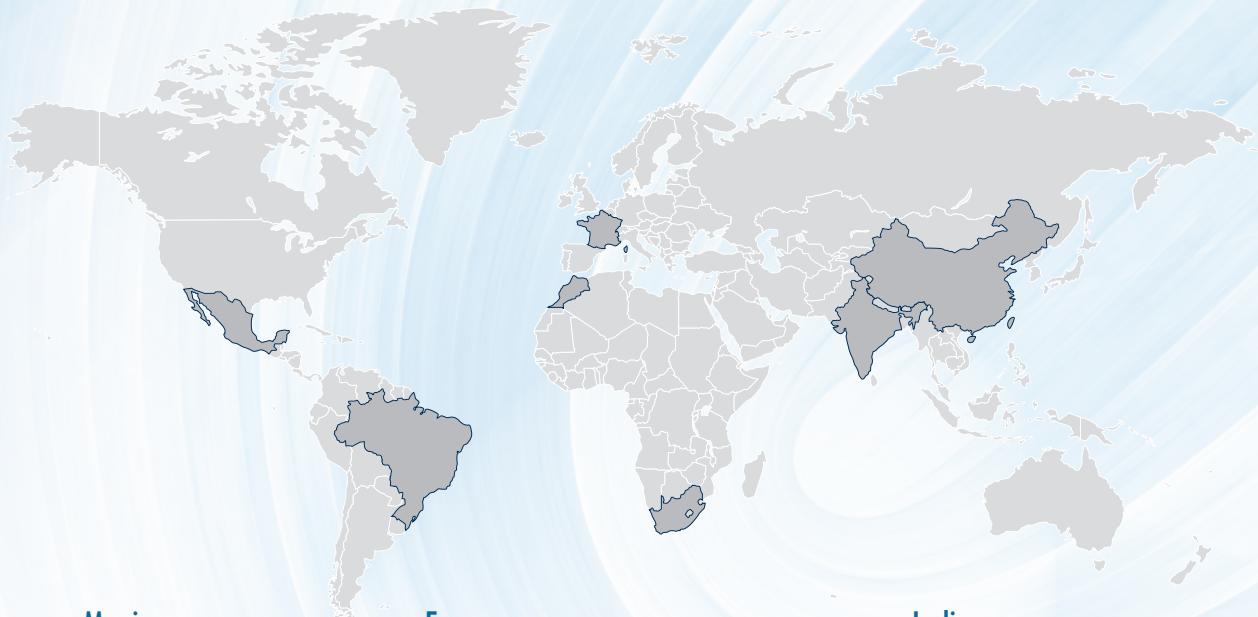
The Ronald Reagan Building and International Trade Center (RRB/ITC) is a dynamic forum in the heart of Washington, DC advancing international commerce and cross-cultural dialogue. As a seamless, unifying framework, the RRB/ITC provides a creditable platform for building connections, fostering a fair and open trade environment, and cultivating a robust domestic and global economy.

By uniting the country's premier public and private trade resources, the International Trade Center:

- Creates a convergence of information, education, dialogue and events
- Streamlines access to the country's top trade experts, networks and services
- Provides a distinguished setting for cultural exchanges and global networking
- Attracts foreign delegations and trade missions
- Serves as a staging point for trade activities and announcements
- Operates as the official World Trade Center Washington, DC
- Maximizes competitive advantages for U.S. businesses

By creating a dynamic forum for trade promotion, the ITC serves as an enduring symbol of America's resolve to maximize U.S. advantages and opportunities in the global marketplace, bridge cultural gaps, and inspire small and medium-sized businesses to step beyond domestic borders and onto the international playing field.

MERIDIAN: A CENTER FOR GLOBAL LEADERSHIP IN ACTION



Mexico. His Excellency Arturo Sarukhan, Ambassador of Mexico to the U.S., joins Meridian Corporate Council members for a dynamic discussion on the opportunities and challenges for companies doing business in Mexico.

Brazil. In concert with the U.S. State Department's International Visitor Leadership Program, Meridian hosts two senior security officials working to prepare Brazil for the 2014 World Cup and 2016 Summer Olympics. Their public lecture on citizen security was also simulcast in the Rio de Janeiro Governor's office.

France. Meridian's U.S.-France Leadership Dialogue launches at the French Embassy in Washington, where His Excellency François Delattre, Ambassador of France to the U.S., called the initiative, "one of the premier transatlantic forums for the discussion of the Franco-American relations."

Morocco. Meridian Global Service Leader Maroua El Hani continues her internationally recognized commitment to community action by organizing an event to honor the inaugural U.N. International Day of the Girl Child, aiming to bring greater awareness to critical topics for women and girls in Morocco and the region.

South Africa. As part of a U.S. State Department delegation that participated in Meridian's Young African Leaders Innovation Summit, Marlon Parker of South Africa receives support and training for his pioneering work, which invests in social entrepreneurs across Africa.

India. Governor O'Malley of Maryland meets with business leaders in India during a Meridian India Initiative event that was developed in cooperation with Initiative partners – the Federation of Indian Chambers of Commerce and Industry (FICCI) and the Duet Foundation.

China. Meridian's Art for Cultural Diplomacy program introduces the American-Chinese Cultural Initiative to China through an exhibition at the National Centre for the Performing Arts in Beijing, and by participating in the U.S. Department of State's 2012 Consultations on People-to-People Exchanges (CPE).

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