

# The Art of the Corporate-Investor ESG Conversation

## Draft Workshop Agenda

December 11 and 12, 2018 | New York, NY

There is a sea change underway in ESG. Investing with ESG factors in mind is no longer a 'niche' strategy. As the evolution accelerates, new realities are informing the ESG conversation. Organizations are mobilizing inside and outside the company to drive purpose-driven change deeper into their operations. And as the volume of investor interest grows, so too does the desire for information and new sources of data.

In this workshop, we have invited a small number of ESG experts – select investors, senior sustainability and corporate responsibility strategists, and others – to take stock of where this frenzy of interest is taking ESG and explore how we can improve ESG related conversations both inside companies and between the companies and the market.

### Tuesday, December 11

- 2:30 – 3:00 p.m.     **Check in for Workshop**  
PwC Headquarters, 300 Madison, 22<sup>nd</sup> Floor, New York, NY  
*Take the Lobby Escalator to Event Check-In Desk near Security, Photo ID Required*
- 3:00 – 4:00 p.m.     **Welcome & Introduction:** How are the conversations related to ESG changing? As we open this workshop, we will invite participants to introduce themselves and identify one ESG related conversation that they are having now - either within their company or outside - that wasn't possible a year ago.
- 4:00 – 5:30 p.m.     **Linking Exceptional Leadership to Long-Term Value Creation**  
Expertly managing ESG factors is essential for creating long-term corporate value. How do executives learn to manage these factors, especially when they have to contend with incomplete and conflicting data and, in many cases, surface level support within the investor community and within their own companies?
- Witold Henisz and Rachelle Sampson have been working with other scholars across the U.S. to develop a first-of-its kind curriculum to help managers navigate this terrain. In this session, they will share the results of their efforts and invite participants to contribute your expertise to this curriculum development effort.
- Speakers: Witold Henisz**, Professor of Management, Wharton School of Business, University of Pennsylvania & **Rachelle Sampson**, Associate Professor, Robert H. Smith School of Business, University of Maryland
- 6:00 – 8:30 p.m.     **Cocktails and Dinner – Triomphe at the Iroquois Hotel**  
Featured Speaker: **Georg Kell**, Chairman of Arabesque (an ESG quant fund manager) & Founding Director of the UN Global Compact, on the performance of globally listed companies – what can be measured, and why does it matter? In conversation with Judith Samuelson, Executive Director of the Aspen Business & Society Program.

## Wednesday, December 12

8:30 – 9:00 a.m. **Continental Breakfast**

9:00 – 9:45 a.m. **Responsible Transparency**

Widely diverse expectations about ESG disclosures exist both inside and outside companies. In this session, participants will share insights about who controls the narrative around performance on ESG issues.

9:45 – 10:45 a.m. **The General Counsel as Sustainability Partner**

This conversation will examine leading GCs' views on how organizations can keep their reporting commitments while managing the risks of disclosure. Questions to be considered include:

- What commitments and metrics can and should be included in ESG communications?
- How do GCs view the increased focus on materiality in the ESG domain?
- How do GCs and sustainability professionals collaborate most effectively?
- How are they guarding against incomplete or inaccurate disclosures?

10:45 – 11:00 **Break**

a.m.

11:00 - Noon **Assessing the “S” in ESG**

Narratives around ESG issues are increasingly oriented towards the impact of corporate practices on people. In this session, we'll examine diverse perspectives on which metrics around social performance are particularly important to watch.

Noon – 1:15 p.m. **Lunch**

**Speaker: David Blood**, Co-Founder and Senior Partner, Generation Investment Management

1:30 – 2:30 p.m. **Measuring Corporate Social Performance – Sharing Expertise**

Table top conversations between corporate representatives and investors to explore the issues driving attention to the “S”, including diversity & inclusion, pay equity/profit sharing and worker engagement.

2:30 – 3:00 p.m. **Lessons from the group discussions and next steps**

What experiments could participants try in their own organizations over the next six months that would test some of the ideas that surfaced today?

Background reading:

Larry Fink, [Annual Letter to CEOs: A Sense of Purpose](#), January 16<sup>th</sup>, 2018

[Goldman's New ETF Take on ESG](#), June 13<sup>th</sup>, 2018

[Vanguard Plans to Start Its First ETFs Tied to ESG Investing](#), June 27<sup>th</sup>, 2018

Georg Kell, [The Remarkable Rise of ESG](#), July 11<sup>th</sup>, 2018

Helle Bank Jorgensen, [Demystifying the Alphabet Soup of Reporting Frameworks](#), June 27<sup>th</sup>, 2018

Barron's, [What CalSTRS Wants from Apple](#), May 2<sup>nd</sup>, 2018

Martin Lipton, [Special Checklist for Annual Meeting](#), September 6<sup>th</sup>, 2018