

Creating Sustainable Companies Summit

Purpose, Governance and the Long-term

Programme
Speaker Biographies
Participant List




**Frank
Bold**


CASS
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON
EST 1894

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#FutureSustBiz

Organisers:

Frank Bold is a purpose driven law firm using the power of business and non-profit approaches to solve social and environmental problems. Together with the Modern Corporation, a project based at Cass Business School, it leads the Purpose of the Corporation Project, a strategic and open-source platform for leading thinkers and organisations interested in promoting the long-term health and sustainability of companies.

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Dear Participants,

Welcome to the Creating Sustainable Companies Summit: Purpose, Governance, and the Long-Term. Thank you for making time to participate in this important discussion on how corporate governance can contribute to long-term sustainable value creation for corporations, shareholders, and society.

After the global financial crisis, the contemporary model of corporate governance was increasingly criticised for forcing corporations to focus on short-term profit maximisation at the expense of long-term strategy, innovation and sustainability. A consensus has begun to emerge that corporations should focus on creating long-term sustainable value but that we lack clear vision on how to achieve this outcome.

In order to produce more clarity on appropriate structures and practices for publicly listed corporations, Frank Bold initiated the Purpose of the Corporation Project, which, in collaboration with the Modern Corporation, a project at Cass Business School, aims to provide a strategic, open-source platform for leading experts and organisations interested in promoting the long-term health and sustainability of publicly listed corporations.

Between 2014 and 2016, the Purpose of the Corporation Project organised the Corporate Governance for a Changing World Roundtable Series to identify the outcomes that corporate governance should deliver and working back from there, design a corporate governance model that is fit for the challenges of the 21st century. The series engaged more than 260 experts from business management, investment, regulation and academic and civil society communities in multiple European jurisdictions and the U.S.

The summit will present the recommendations and best practices identified in the roundtable series structured according to the main issues of the debate: the purpose of the corporation, fiduciary duties, role of the board, incentive structures for directors and executives, stakeholder engagement in corporate governance, long-term and sustainable shareholding, and corporate reporting. All of the recommendations are included in the executive summary that you received this morning.

The aim of the summit is to identify which elements of this emerging framework are most important and how they can be further elaborated; and to start a discussion how they can be integrated into actual practice and policy-making. We will summarise the main conclusions in the final session. After the summit, the Purpose of Corporation Project will continue to connect thought leaders from practice as well as academia and civil society with aim to foster implementation of the recommendations, develop practical solutions, and create an evidence base to support the change.

We would like to extend thanks to all individuals and organisations who have contributed to this process so far. We are grateful for their contributions, enthusiasm, and generosity. They demonstrate how important and timely this debate is.

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Opening



Richard Howitt

An elected Member of the European Parliament since 1994 Richard Howitt has served as Rapporteur on Corporate Social Responsibility (CSR) over three successive European Parliaments. Richard Howitt MEP represents European interests in a number of international CSR initiatives, and serves as a member of the Public Policy Advisory Group of the United Nations Principles for Responsible Investment (UNPRI), a Friend of the OECD Guidelines on Multinational Enterprises, a Member of the Governmental Advisory Group of the Global Reporting Initiative (GRI) and as an Ambassador for the Prince of Wales Accounting for Sustainability project. In 2007 in Oslo, Professor John Ruggie, the UN Secretary General's Special Representative on Business and Human Rights asked Richard to chair his consultation on the governmental obligations in his mandate, and Richard Howitt MEP spoke at the UN Business and Human Rights Forums in Geneva in 2012 - 2015. Richard Howitt has also been appointed as next Chief Executive Officer of the IIRC.

Plenary Session I Define the Purpose of the Corporation

After the financial crisis, there has been considerable debate about the role of corporations in society. It has become broadly accepted that corporations - particularly the world's largest publicly traded corporations - need to be governed with respect for the society and the environment. This is because corporations are dependent on the broader institutional and systemic framing within which they operate for their long-term survival and because the most pressing of society's problems cannot be solved without a contribution from corporations, or by regulation alone.

Yet corporate governance practice and regulation have been increasingly built on the narrow principle that the purpose of the corporation is to prioritise shareholders' short-term financial interests. This misconception contributes to short-termism that is harmful to the corporation, to long-term shareholders, as well as to society at large. It is not supported by corporate law, which makes the corporate entity the beneficiary of fiduciary duties, and allows (but in many jurisdictions does not require) a much broader perspective on the purpose of the corporation.

The principal conclusion of the Corporate Governance for a Changing World Roundtable Series was that the goal of the corporation should be to create long-term sustainable value for customers and shareholders, while contributing to societal well-being and environmental sustainability; that these objectives can be mutually reinforcing; and that corporate governance should be developed to a standard where it may contribute to these objectives. This session will discuss strategy how to support this broad perspective on the purpose of the corporation.



John Kay

John Kay is an economist whose career has spanned the academic world, business and public affairs. Currently, he is a visiting Professor of Economics at the London School of Economics and a Fellow of St John's College, Oxford, of the British Academy and of the Royal Society of Edinburgh. He is a director of several public companies and contributes a weekly column to the Financial Times. He recently chaired the Review of UK Equity Markets and Long-Term Decision-Making which reported to the Secretary of State for



Business, Innovation and Skills in July 2012. He is the author of many books, including *The Truth about Markets* (2003), *The Long and the Short of It: finance and investment for normally intelligent people who are not in the industry* (2009) and *Obliquity* (2010). His latest book, *Other People's Money – towards a financial system for the needs of the economy rather than financial market participants* – published by Profile Books and (in North America) by PublicAffairs in September 2015.



Marcello Palazzi

Marcello Palazzi is a serial entrepreneur with over 11 ventures and 300 projects in business, philanthropy and civil society in 30 countries under his belt. Starting in environmental technology in his 20s, then in the 'civic economy' through Progressio Foundation since his early 30s, and currently in the evolution of enterprise through the B Corps / Benefit Corporations throughout Europe and beyond. He is an alumnus of LSE, LBS, Erasmus, Harvard, Stanford and Oxford Universities. Living in Amsterdam and working globally.



Paul Adamson

Paul Adamson is chairman of Forum Europe and founder and editor of E!Sharp, an online magazine dedicated to covering the European Union and Europe's place in the world. He is also a Senior European Policy Advisor at Covington. He is a member of Rand Europe's Council of Advisors, sits on the external advisory board of YouGov-Cambridge, a polling think-tank, is a member of the advisory group of the Washington European Society and of the Brussels chapter of Women in International Security (WiIS).

Paul is a Visiting Professor at the Policy Institute, King's College London, a patron of the University Association of Contemporary European Studies (UACES) and a Fellow of the UK Academy of Social Sciences. He founded the consulting firm Adamson Associates, which was sold to Weber Shandwick and The Centre, which was later sold to Edelman. In 2012, Paul was made an Officer of the Order of the British Empire (OBE) "for services to promoting understanding of the European Union", a part of the Queen's 2012 New Year Honours Diplomatic Service and Overseas List.



Susanne Stormer

Susanne Stormer is Vice President of Corporate Sustainability, Chief Sustainability Officer, Novo Nordisk. She leads the company's efforts to be a sustainable business and has pioneered the way the company demonstrates the long-term business value of incorporating economic, social and environmental perspectives into its market proposition. Susanne joined the Novo Group in 2000 to ingrain the Triple Bottom Line principle in the business as the lens for decision-making and a strong component of the corporate culture. She is member of the International Integrated Reporting Council, and member of the Board of the Access to Nutrition Foundation. In 2013 she was appointed adjunct professor of Corporate Sustainability at the Copenhagen Business School and in 2016 she joined the UC Berkeley-Haas School of Business as a Berkeley Social Impact Fellow.

Presentation of Results

Global Roundtable Series 2014 - 2016

In 2014, Frank Bold, with the support of the Modern Corporation Project at Cass Business School, launched the Corporate Governance for a Changing World Roundtable Series with events in Breukelen (the Netherlands), Brussels, London, New York, Oslo, Paris, and Zurich that brought together more than 260 thought leaders in business management, investment, regulation, academia and civil society to identify the desired outcomes and the principles of corporate governance fit for the challenges of the 21st century. The roundtables sought to answer a number of central questions:

How can corporate governance contribute to robust long-term value creation for companies?

What is the role of stakeholders, including shareholders, in fostering a long-term focus on sustainable behaviour?

What incentives for short-termism exist in law, corporate governance codes and business practice?

This session will present a summary of reflections on these questions and best practices that emerged from the roundtables. The following breakout sessions will focus on the main issues identified in this debate.



Jeroen Veldman

Jeroen Veldman is Senior Research Fellow at Cass Business School, City University, London. He has held appointments at Cardiff Business School, the Utrecht School of Governance, and Utrecht University and a visiting professorship at UPMF, Grenoble. His research addresses the historical development of the public limited liability corporate form and its current status in and between organization studies, management, company law, economics, finance, accounting, politics, and corporate governance. With Hugh Willmott he is engaged in a research project on corporate governance (<http://www.themoderncorporation.com/>). He has published in Human Relations, British Journal of Management, and Critical Perspectives on Accounting. For a full overview of publications, see: https://www.researchgate.net/profile/Jeroen_Veldman.

Breakout Session A

Revise Executive Pay

Incentive structures effectively determine objectives for corporate directors and managers. A significant part of top executive remuneration consists of variable pay, typically in the form of share options or incentive plans linked to share price. This practice has a number of undesired consequences. In particular, it motivates executives to divert corporate resources from investment to short-term strategies seeking to influence share price and thus from long-term value creation to short-term value extraction. This hurts the long-term prospects of corporations and the interests of their stakeholders, including long-term oriented shareholders. One indication of this is the trend towards exorbitant CEO and director pay that is disconnected from real performance.

Directors and senior executives face mounting pressure to disclose and reform executive compensation in line with investor and societal expectations. This panel will explore the questions below:

What is best practice to connect pay with sound long-term business strategy?

What is the role of stock-based remuneration?



Stefan Stern

Stefan Stern is Director of the High Pay Centre. Stefan's career has involved stints at the BBC, Management Today magazine and the Financial Times, where he was management columnist between 2006 and 2010. He is Visiting Professor in management practice at Cass Business School, City University, London. He still writes a regular column for the FT and fortnightly for the International Business Times. He is contributing editor at Management Today. Stefan is interested in leadership, management and how organisations operate.



Michel Bande

Commercial Engineer Solvay, Michel Bande began his career in 1974 at Solvay and never left. He started as Junior Auditor and evolved in the finance department, including 5 years in Paris, until 1984 when he became successively IT Manager and Corporate Logistics & Supply Chain Manager. In 1990, Michel took over the management of the SBU Consumer Products, and was partly based in Paris. He then evolved to the implementation of Corporate Purchasing Competence Centre until 2009 when he became Senior Executive Vice President Sustainable Development, the position he holds till end of 2012. Today, he is in charge of coordinating special projects for the Group (Extra-Financial / Int. Reporting, WBCSD Chem. WG, ...) He also spent 15 years as senior lecturer in Organisation at the University of Brussels (ULB). He is also CSR Europe VP External Relations, member of EABIS Advisory Board, UNGC Belgian Chapter VP, IIRC Ambassador and member of the GRI Stakeholder Council. Since June 2014, he is a supply chain expert for OECD Belgian SPOC.



Eszter Vitorino

Eszter Vitorino is Senior Manager Public Policy and has been with GRI since 2010 in various roles, working with GRI's regional offices and corporate stakeholders. Eszter has been managing GRI's bilateral relations with governmental and capital markets actors since 2012, engaging with individual exchanges as well as the World Federation of Exchanges and the Sustainable Stock Exchanges Initiative. With her team she has built a knowledge hub of sustainability reporting policies and regulations worldwide and



contributed to various publication on this issue. Prior to joining GRI, she gained experience at a management consultancy firm, the IUCN Netherlands office, and the European Commission. Eszter holds a double Masters in Economics and Political Science.



Hans Ulrich Beck

Hans-Ulrich has over 15 years of experience in the field of environmental, social and governance (ESG) research. He joined one of the founding organisations of Sustainalytics in 2001, first as an analyst and then as a senior analyst. He assumed the role of Global Director, Research Products in 2009 and managed a team of close to 100 analysts until mid 2016. Since August, Hans-Ulrich is responsible for Product Strategy and Product Development. During his tenure, Hans-Ulrich has played a key role in the development of the firm's global research platform and in establishing Sustainalytics as a leading global player in the ESG arena. Hans-Ulrich has extensive market experience and an in-depth knowledge of research and data management processes. Prior to joining Sustainalytics, Hans-Ulrich worked for four years at the United Nations in the field of chemicals and waste management and one year at the European Commission. Hans-Ulrich studied Economics at Saarland University (Germany) and also holds a master's degree in Environmental and Resource Economics from University College London.

Breakout Session B

Strengthen Board Role

Boards play a key role in setting and steering corporate strategy. They influence crucial factors like corporate values, corporate culture, and risk appetite, and determine the attentiveness of the corporation to the interests of its stakeholders and its purpose. In order to effectively fulfill their role, boards must consider the corporate mission and long-term value creation strategy, have a good overview of the interests of the corporation's stakeholders, understand and assess relevant risks, and decide on the objectives of the compliance and due diligence systems. The answers to the questions below will attempt to provide a framework of roles and functions of the board:

How can the board find the right balance between its different functions?

How can board structure and training support sound business strategy?

What is the board's relationship with stakeholders?



Emma Ihre

Emma Ihre is Head of Sustainability at Mannheimer Swartling. She is leading the firm's efforts to find innovative ways to incorporate sustainability in the firm's offering to clients and is also responsible for further developing the firm's sustainability initiatives across the organisation. Prior to her current role, Emma Ihre served as Head of Sustainable Business at the Swedish Ministry of Finance and was responsible for integrating sustainability and business ethics into the governance of state-owned companies. She has also held the position of Head of Corporate Engagement at Ethix SRI Advisors, where she advised asset owners and managers on how to integrate environmental, social and governance issues in their investment process, and has been an adviser to Amnesty Business Group. Emma Ihre began her career working with financial analysis and stock trading, where she also worked on the development of ethical and sustainable investments. She has a degree in economics from Stockholm University.





Riitta Mynttinen

Riitta Mynttinen has more than 30 years' experience in international businesses, including portfolio management, technology, strategy development, implementation, and turnaround and re-positioning the infrastructure development. Riitta is results oriented leader and highly skilled in creating and driving strategic plans for value creation and growth. Riitta's truly international executive accomplishments are in Europe, the Americas and Asia. Her diverse business experience include multiple sectors, such as Coatings, Chemicals, Minerals, Nano-materials, Paper and Packaging. She is a user of LEAN and Operations excellence concepts since 2007.

Her background with both at Minerals Technologies and Rohm and Haas have exposed her to number of organizational aspects, including corporate culture. She is currently member of three Boards of Directors in Finland and is a member of the Communication Committee of ecoDa. She will share her experience and focus on best practices in corporate culture.



**Peter
Montagnon**

Peter Montagnon is Associate Director at the Institute of Business Ethics, having previously working in senior positions at the Financial Reporting Council and Association of British Insurers. Mr Montagnon was a journalist on the Financial Times for two decades, including spells as Head of the Lex Column and in charge of coverage of the international capital markets. He is also a member of the Corporate Governance Advisory Board of Norges Bank Investment Management, visiting Professor in Corporate Governance at the Cass Business School of the City University, London, Board Member of the Hawkamah Institute, Dubai, and a Member of Council at the Royal Institute of International Affairs.

Mr Montagnon served on the European Commission's Corporate Governance Forum from 2005 to 2011. He is past Chairman of the Board of the International Corporate Governance Network. For the IBE he has published reports on Ethics Risk and Governance, on Ethical Challenges facing Pension Fund Trustees, and on Checking Culture: a new role for internal audit. He writes regularly for trade and business publications and is a frequent public speaker.

Breakout Session C

Clarify Fiduciary Duties

The term fiduciary duty is used primarily in UK and US law but the basic concept of an obligation based on trust to act in the best interest of another person is widely held across both common law and civil law jurisdictions. There are two separate forms of fiduciary duties that are relevant to improving corporate governance: those of institutional investors (such as pension fund trustees) and those of corporate directors.

The European Commission and the OECD have begun to critically examine the duties of institutional investors regarding environmental and social risks - including climate change. There has also been increasing discussion of the scope of directors' duties to consider the interests of stakeholders other than shareholders. With this context in mind, the panel will aim to answer the following questions:

Are the duties of institutional investors sufficiently clear to meet the long-term needs of beneficiaries? Could the law provide more guidance?

What obligations should corporate directors have to consider environmental and social matters?

What is the best method to ensure corporate directors properly consider (firm-specific) human capital, sustainability and the long-term in discharging their duties?



Beate Sjøfjell

Beate Sjøfjell is Professor Dr. Juris at the University of Oslo, Faculty of Law, Adjunct Professor at the Norwegian University of Science and Technology (NTNU), Faculty of Social Science and Technology Management, Department of Industrial Economics and Technology Management, and head of the Oslo Faculty's Research Group Companies, Markets, Society and the Environment as well as several international networks and projects, including the H2020-funded international research project Sustainable Market Actors for Responsible Trade (SMART), see uio.no/smart. Beate's publications include the edited volumes *The Greening of European Business Under EU Law* (Routledge, 2015, co-editor Anja Wiesbrock) and *Company Law and Sustainability* (Cambridge University Press, 2015, co-editor: Benjamin Richardson), *Sustainable Public Procurement under EU Law* (Cambridge University Press, 2016, co-editor Anja Wiesbrock). Much of Beate Sjøfjell's work is available at ssrn.com/author=375947.



Eric Holterhues

Eric Holterhues has over 15 years experience in sustainable banking. He joined Triodos Bank in 2000 as senior account manager. Later he became Manager Loans at the Dutch branch of Triodos Bank. In 2010 he joined Triodos Investment Management as Head of Arts and Culture. In this position he is the fund manager of Triodos Culture Fund, a € 100 million senior debt fund that invests in the creative industries. Next to this position he is also Head of the Triodos SRI funds since November 2012. These four funds invest in stock listed companies according to very strict sustainability criteria and currently amount to approximately EUR 1.3 billion assets under management. Eric holds several board positions in not for profit organizations. He was also member of the Expert Group on Access to Finance for the Cultural and Creative Sectors of the European Commission.





Joanna Sikora

Joanna Sikora-Wittnebel joined the European Commission in 2007 and works currently in the Unit “Company Law” in the Directorate General for Justice and Consumers (previously in DG Internal Market and Services). She is leading the team in charge of corporate governance issues. Before joining the Commission, she worked as junior lecturer in civil and business law at the Robert Schuman University in Strasburg. She holds a PhD in business law.



George Dallas

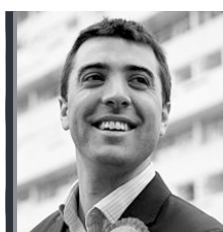
George Dallas was appointed Policy Director at ICGN in 2014, where he coordinates ICGN’s governance policies and committees, and plays an active role in ICGN’s regulatory outreach. He has been a member of ICGN since 2000, has been Chairman of its Business Ethics Committee from 2009 to 2014. George is also a senior visiting fellow at Cass Business School, and is a member of the Corporate Governance Committee of the Institute of Chartered Accountants of England and Wales. He also works as an independent advisor, and is currently consulting for the World Bank on a project to establish a stewardship code in an African capital market. Previously, George served six years as Director of Corporate Governance at F&C Investments in London, where he led F&C’s global policies relating to corporate governance, including proxy voting, remuneration and engagement matters. From 2008 to 2014 he represented F&C as a member of the Investment Committee of the Association of British Insurers. Prior to joining F&C in 2008 George was a Managing Director at Standard & Poor’s, where he held a range of managerial and analytical roles in New York and London over a 24 year period, including as head of Standard & Poor’s European credit rating operations and as global head of emerging markets and S&P’s governance services unit. Mr. Dallas holds a BA degree, with distinction, from Stanford University and an MBA from the Haas School of the University of California at Berkeley.

Lunch Break Session

Global Statement on Investor Obligations and Duties

The UN-supported Principles for Responsible Investment (PRI), will update on the current status of the PRI, UNEP FI and The Generation Foundation's Statement on Investor Obligations and Duties. The lack of regulatory clarity on the extent to which environmental, social and governance (ESG) integration is a requirement of investors' obligations and duties has been an obstacle to responsible investors globally.

As part of the PRI's ongoing work on fiduciary duty, the PRI, UNEP FI and The Generation Foundation have joined together to call on policy makers around the globe to provide clarity to investors. Their ambition is that the Statement will push the industry, globally, to see ESG not as optional, but a requirement. For more details, see <http://www.fiduciaryduty21.org/investor-statement.html>.



Will Martindale

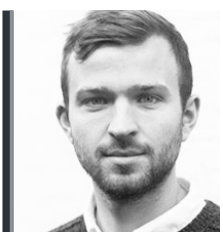
Will Martindale joined the PRI in February 2014. He is responsible for work engaging policy makers and regulators. Previously Will worked for Oxfam as policy adviser for the financial sector. He has a background in banking, joining JPMorgan's graduate programme in June 2004. In September 2010, Will joined French bank, BNP Paribas, as a business manager for their credit trading desk. Will read Maths at King's College London and has a master's degree in Comparative Politics from the London School of Economics.

Lunch Break Session

Sustainable Capital Markets Union

Environmental think-tank E3G will present the work they have been doing with a coalition of NGOs and investors on building a Sustainable Capital Markets Union. European capital markets can be harnessed to close the significant investment gaps in sustainable infrastructure, address pressing environmental and social issues like climate change and inequality and ensure Europe's continued prosperity by giving investors the information they need to make informed decisions.

To do that, EU policy reforms are required. The European Commission recently announced it will establish an expert group on sustainable finance. The presentation will outline how the Commission can make best use of this group to deliver sustainable capital markets.



Sam Maule

Sam Maule is Policy Advisor at E3G. He is working on E3G's sustainable finance programme with a current focus on the European Commission's Capital Markets Union Initiative. Prior to joining E3G, Sam was a financial markets analyst at the Bank of England. He holds a BSc in Politics, Philosophy and Economics from the University of Warwick.

Breakout Session D

Improve Corporate Reporting

Corporate reporting's objective is rapidly evolving from the narrower focus on financial information, relevant for short-term shareholder value, to a perspective that looks into the future and outside of the mere confines of the corporation. Reporting requirements are also expanding to include disclosure of environmental and social performance due to evolving societal expectations regarding acceptable corporate behaviour. At the same time, the public increasingly expects businesses to contribute to solving diverse societal needs and problems, such as the achievement of the UN Sustainable Development Goals.

The EU's Non-Financial Reporting Directive is leading the global push to promote corporate sustainability transparency. The panel will explore corporate reporting by answering the two questions below:

How can the Non-Financial Reporting Directive be effectively implemented?

What are next steps for integrating non-financial information into business strategy?



Nicolas Bernier-Abad

Nicolas Bernier Abad, economist, joined the European Commission in 2002, where he currently works on non-financial reporting, the Capital Markets Union (CMU), and accounting policy in DG Financial Stability, Financial Services and Capital Markets Union (DG FISMA). He managed the adoption of the 2014 Directive on non-financial reporting, and currently leads the work on non-binding EC guidelines. Until March 2009 he was in DG Trade, and served in the EU team negotiating services and investment in the World Trade Organization and in regional negotiations. Before joining the European Commission, he was in the financial department of a large multinational company.



Paul Dickinson

Paul Dickinson is the executive chairman of the Carbon Disclosure Project. He founded CDP in 2000, having previously founded and developed Rufus Leonard Corporate Communications, into a multi-million turnover corporate communications company. Paul Dickinson is also founder and Chair of EyeNetwork, Europe's largest video conference booking service. Paul is also the author of numerous books and articles, including *Beautiful Corporations* (2000 Financial Times Prentice Hall). Paul holds a masters degree in Sustainability and Responsibility from Ashridge.



Jean-Guillaume Peladan

Jean-Guillaume Peladan is Head of Environmental Investments and Research at Sycomore Asset Management. Before joining Sycomore, Jean-Guillaume led ADEME's strategy on the direction of future investments for the implementation of the future investment programme, which is dedicated to innovation to promote the energy and ecological transition. Jean-Guillaume previously worked for Degrémont and Sita France. He also served as a consultant in strategy and organization at the Boston Consulting Group and co-founded with Jean-Marc Jancovici "The Shift Project", a think tank dedicated to the transition to a decarbonised sustainable society. He trained as a civil engineer at Polytechnique and MINES ParisTech.





**Matthias
Schmidt**

Matthias Schmidt is the International Integrated Reporting Council Region Lead: Germany and a member of the IIRC technical team. He is working closely with relevant institutional partners in Germany to increase awareness and advocacy of <IR>, e.g. as a speaker or delegate on conferences, through publications on the advancement of corporate reporting or in discussions with the German <IR> Roundtable and other organisations interested in <IR>. Matthias contributed to the development of the International Integrated Reporting <IR> Framework and to the discussions around assurance on <IR> and represented the IIRC in conferences on how accounting and assurance can help achieve the UN's Sustainable Development Goals and on how assurance can contribute to credibility and trust in stakeholder relations. Matthias is on part-time secondment from the Institute of Certified Public Auditors in Germany (Institut der Wirtschaftsprüfer, IDW), where he is a technical manager for accounting and auditing. Matthias works especially on national and international developments in the fields of sustainability and Integrated Reporting as well as the consideration of non-financial aspects in corporate valuation. He is a technical advisor to FEE's ESG Reporting Task Force and ESG Assurance Task Force and represents IDW in the A4S Accounting Bodies Network and in IFAC's <IR> Accountancy Bodies Network.



Filip Gregor

Filip Gregor is Head of the Responsible Companies Section at Frank Bold, a purpose driven law firm combining the power of business with a non-profit approach to solve social and environmental problems. He is a member of the Eminent Persons Group overseeing the Human Rights Reporting and Assurance Frameworks Initiative organised by the Shift Project and Mazars. Filip participated in the European Commission's Expert Group on non-financial reporting. He is also a member of the Czech OECD National Contact Point. With his Brussels team Filip runs the Purpose of the Corporation Project that creates space for a global debate on the role of the corporation in society and the future of corporate governance.

Breakout Session E

Long-term and Sustainable Investment

Shareholders, in particular institutional investors, can substantially influence corporate strategy. Their engagement in corporate governance thus represents an opportunity to contribute to the corporation's sustainability and long-term value creation. The current corporate governance model expects institutional investors to fulfil this role, i.e., to provide effective oversight, engagement and the provision of a long-term vision on corporate governance.

However, the increasing focus of both retail and institutional shareholders on market value in a period of protracted low interest rates, combined with engagement by explicitly short-term oriented institutional investors such as activist hedge funds, results in pressure on corporate boards to deliver short-term shareholder value.

The European Commission recognises the challenge of promoting long-term, sustainable investment and has recently consulted with stakeholders on further action. With this context in mind, the panelists will explore long-term and sustainable investment through the questions below:

What action can be taken in the next 5 years to incentivise longer-term shareholding?

What can companies do to attract and retain committed investors, and conversely protect themselves against short-term, predatory shareholders?

How can the investment chain be governed so as to promote sustainability and long-termism in corporate decision-making?



**Raj
Thamotheram**

Raj Thamotheram is CEO of Preventable Surprises, a 'think-do' tank focused on how investors can better manage systemic risks. After co-founding the Nuclear Freeze Campaign and Saferworld, Raj worked in the development sector at ActionAid (head of international advocacy) and the Ethical Trading Initiative (first director). Then he moved to where the power really rests – finance – and has worked for nearly 15 years in the investment world, as the head of ESG investing at one of the UK's biggest pension funds (USS) and a global fund manager (AXA IM). He is a well recognised pioneer in this field, and writes regularly (including monthly column for IPE) and lectures widely.



Per Lekvall

Per Lekvall was the Executive Director of the Swedish Corporate Governance Board from its formation in 2005 until May 2011 and is now a regular member of the same body. Prior to this he was the Head Secretary of the Governmental Commission on Business Confidence and its sub-commission The Code Group, which developed the Swedish Corporate Governance Code. From 1995 until 2006 he served as CEO of the Swedish Academy of Board Directors and now chairs the International Committee of this association. As of January 2012 he is a member of the ecoDa Policy Committee. Per Lekvall is a recurrent lecturer at Swedish universities and business schools and has published books and articles on inter alia the role of the board in SME-type companies and corporate governance in Swedish listed companies. Most recently he is the editor and main author of the book *The Nordic Corporate Governance Model*, published in December 2014, the report of a study aimed at defining and describing a joint Nordic model of corporate governance.





Andrew Johnston

Andrew Johnston is Professor of Company Law and Corporate Governance at the School of Law at the University of Sheffield and a member of the Sustainable Market Actors for Responsible Trade (SMART) Project (uio.no/smart), which is based at the University of Oslo. He is also a research associate at the University of Cambridge Centre for Business Research, a member of the GOODCORP Research Network, and an Associate Fellow, Sheffield Political Economy Research Institute (SPERI). Recently he has been a visiting professor at Mines ParisTech and Queensland University of Technology. In the past, he has held positions at the Universities of Queensland, Cambridge and Warsaw.

His current research interests lie in the intersection of corporate governance, law, and heterodox and institutional economics. Recent papers have examined responses to the financial crisis, including the cap on bonuses in financial institutions, regulation of hedge funds and repo markets, the proposed amendments to the Shareholder Rights Directive, and the European Regulation on Credit Rating Agencies.

Breakout Session F

Strengthen Stakeholder Voice

Current corporate governance theory and prevailing practice largely ignore the interests of stakeholders beyond shareholders, despite the critical importance of stakeholders to a corporation's long-term success. These stakeholders comprise internal stakeholders, like employees, as well as external ones such as creditors, suppliers, customers, society at large, and the environment. A business strategy that profits at their expense may quickly undermine a corporation's social license. Moreover, the scale and complexity of social, environmental and economic challenges facing our societies requires that businesses actively contribute to solving rather than causing them.

The panel will focus on answering the following questions:

How can the new non-financial reporting requirements help companies to identify, consider and integrate the interests of relevant stakeholders?

How can the needs of stakeholders, including workers, consumers, communities, and the environment be better integrated into corporate strategic decision-making?

How can different types of stakeholders be engaged in corporate governance?



Katrin Muff

Dr. Katrin Muff was appointed Dean of Business School Lausanne, Switzerland, in 2008. Under her leadership, the school expanded its vision from a focus on entrepreneurship to also embrace responsibility and sustainability into a coherent three-pillar vision for both education and applied research. She has anchored BSL into redefining the purpose of business, business schools and management education and initiated the organizational transformation into a self-organizing structure, using Holacracy as an operating system. Today, she focuses her energy on applied research in the area of sustainability, responsible leadership and co-creation processes. In addition, Katrin directs the DBA program in Sustainable Business and co-directs the Diploma in Sustainable Business, a joint degree program with the University St. Gallen, Switzerland. She holds an MBA degree from Business School Lausanne and a PhD from the University of Exeter. Throughout the



90s, she held several positions for ALCOA (Aluminium Company of America), working in Russia, United States and Switzerland. After, Katrin assumed the position of Director, Strategic Planning EMEA of IAMS Pet Food, a division of Procter & Gamble, in the Netherlands. In 2000, she co-founded Yupango, a coaching consultancy dedicated to developing start-up companies and training management teams.



Jan Cremers

Jan Cremers is associated to the Amsterdam Institute of Advanced Labour Studies (AIAS) and the Law School of the Tilburg University. He acted as a European trade union leader and was a Member of the European Parliament. He published 'A Decade of Experience with the European Company' (ETUI, with Sig Vitolis and Michael Stollt, 2013) and contributed to the ETUI's 'Sustainable Company' trilogy (2011-2015). In 2013, he received an honorary Doctor of Letters degree at Westminster University 'in recognition of his services to the European Social Policy'. He is currently working on a new book series, in cooperation with the European Trade Union Institute, focussing on workers' participation rights laid down in EU company law. The first volume is on workers' involvement under the EU Takeover Bids Directive (forthcoming, October 2016), the second volume is on workers' rights in merger processes (spring 2017).



Mairead Keigher

As an Advisor with Shift, Mairead manages the reporting program, overseeing the growth and application of the UN Guiding Principles Reporting Framework. As part of this initiative, Mairead manages all outreach and training on the Reporting Framework, advises select individual companies on applying the Reporting Framework, helps implement the uptake strategy on the Reporting Framework and continually reviews how the Framework can better achieve its function of catalyzing corporate performance and disclosure on human rights. Prior to joining Shift, Mairead worked for 19 years in the information and communications technology sector in Europe in both strategic and operational positions. For Microsoft, Mairead was Corporate Affairs Manager in the company's Legal and Corporate Affairs division, focusing on Central and Eastern Europe. Within this role Mairead coordinated across Microsoft's 28 subsidiaries to engage with governments and bring a consistent policy and corporate social responsibility strategy to life. Mairead holds a Master of Arts in International Politics and Economics from the University of Limerick, Ireland and a Master of Laws in Human Rights Law from the University of Strathclyde, Scotland.



Paige Morrow

Paige Morrow is Head of Brussels Operations at Frank Bold, where she specialises in corporate governance and company law. She is also a visiting lecturer on corporate governance in the Masters of Law programme at the University of Kent BSIS. Paige is a Canadian-qualified lawyer who previously practiced human rights, employment and commercial law at McCarthy Tétrault LLP. She has also held positions at the Centre for the Study of Human Rights at the London School of Economics and Political Science (LSE), the Kenya National Commission for Human Rights and the South African Legal Resources Centre. She holds degrees from LSE, the University of British Columbia and McGill University.

Plenary Session II

Building an Innovative and Inclusive European Economy: The Role of Corporate Governance and Regulation

This session will focus on the desired objectives of corporate governance and pathways to modernize the corporate governance framework to meet the challenges of the 21st century.

The speakers will discuss the role international standards such as G20/OECD Principles of Corporate Governance, OECD Guidelines for Multinational Enterprises, and the UN Sustainable Development Goals in policy-making, and options to ensure better policy coherence.

The debate will highlight recent developments around the world aiming to foster broad understanding of corporate purpose, facilitate easier and safer access to capital markets and improve engagement of investors in corporate governance.



Věra Jourová

Věra Jourová, of Czech nationality, is the European Commissioner for Justice, Consumers and Gender Equality since 2014. She was previously in office as Minister for Regional Development and Deputy Minister for Regional Development, following her experience as Head of the Department of Regional Development of the Vysočina Region and Secretary and Spokesperson of the Třebíč Municipal Office. In the private sector she worked as trainee solicitor for the law firm Bezděk & Partners and as Managing Director for Primavera Consulting Ltd. specialising in EU funds. She also ensured consultancy activities in the Western Balkans relating to EU accession. Commissioner Jourová holds a Degree in Law (Mgr.) and a Master's degree (Mgr.) in theory of culture from the Charles University, Prague.



Steve Waygood

Dr. Steve Waygood (United Kingdom) is the Chief Responsible Investment Officer at Aviva Investors the fund manager for Aviva plc - one of the world's biggest insurance companies. He chairs the Corporate Human Rights Benchmark and helped found the Sustainable Stock Exchanges Initiative and the Corporate Sustainability Reporting Coalition. He also helped produce the United Nations supported Principles for Responsible Investment and was part of the UK delegation to Rio+20.



Marcello Bianchi

Since March 2016, Marcello Bianchi is Deputy Director General in Assonime (Association of Italian joint stock companies), in charge of Corporate Governance and Capital Markets Area. At Consob (the Italian Securities Regulator) from 1990 to February 2016, he worked on supervision (Head of Corporate Governance Division), regulation (Head of the Regulation Impact Analysis Unit and Head of the Regulatory Strategies Division), research (Head of Statistic Unit), and internal administration (Head of Human Resources Division). Previously he focused on economic research at Centro Europa Ricerche (CER) and at Montedison Research Unit (FOR). Since 2007 he is Chairman of the OECD Corporate Governance Committee. Chairman of the Working Group on Company Law at the European Council during the Italian Chairmanship under the Italian Presidency (second semester 2014) for the revision of the Shareholders' Rights Directive.





Herman Mulder

Herman Mulder is an institutional adviser, speaker, lecturer and author on sustainable finance issues. He is currently an Independent Member of the NCP-NL for the OECD MNE Guidelines, Fellow at Nyenrode Business Universiteit (focusing on “Making Markets fit for Sustainable and Responsible Purpose”), co-founder and Chairman of True Price ; Chairman of the (multi-stakeholder) SDG Charter Coalition, board member of the Human Cities Coalition, Worldconnectors, and a member of the TEEB Advisory Board (The Economics of Ecosystems and Biodiversity). He is also ambassador of the IIRC and advisor to the Natural Capital Coalition (NCC). He is currently leading an SDG-related initiative by the Dutch financial sector on blended finance. A former Director-General, Head of Group Risk Management at ABN AMRO Bank (1998-2006) and Head of Global Structured Finance (1995-1998), Herman was the initiator of the Equator Principles (2002/2003: the first voluntary, global sector code on environmental and social issues for the financial sector). He was also Board Member (2007-2014) and Chairman (2011-2013) of the Global Reporting Initiative (GRI).

Plenary Session III & Closing Remarks

Creating New Prosperity

This closing session will present the conclusions of the discussions in the breakout groups.

Panelists will then discuss promising areas for potential advancement of corporate governance in the medium term (3-5 years), reflecting, among other developments, the implementation of the EU Non-financial Reporting Directive. The panel will also explore how can practitioners, academics, and the Purpose of the Corporation Project most effectively contribute to the transformation of corporate governance.

What changes in corporate governance are most urgently needed?

What are positive trends that can be built on in the next 5 years?

What can we collectively do to accelerate integration of long-term perspective and broader corporate purpose in corporate governance?



Tineke Lambooy

Tineke Lambooy is Professor of Corporate Law at Nyenrode Business Universiteit. She conducts multidisciplinary research projects which focus on the implementation of sustainability standards by private actors (corporate social responsibility, CSR). One special focus area concerns the participatory stakeholder model of social enterprises. Another subject of research regards natural capital and the role of business in that context. She was trained as a corporate lawyer and conducted her PhD study on the role of legal norms and corporate best practices in regard of the development of CSR standards. Tineke is a board member of the Club of Rome - Dutch Chapter and a member of the Round Table of World Connectors.





Katrin Muff

Dr. Katrin Muff was appointed Dean of Business School Lausanne, Switzerland, in 2008. Under her leadership, the school expanded its vision from a focus on entrepreneurship to also embrace responsibility and sustainability into a coherent three-pillar vision for both education and applied research. She has anchored BSL into redefining the purpose of business, business schools and management education and initiated the organizational transformation into a self-organizing structure, using Holacracy as an operating system. Today, she focuses her energy on applied research in the area of sustainability, responsible leadership and co-creation processes. In addition, Katrin directs the DBA program in Sustainable Business and co-directs the Diploma in Sustainable Business, a joint degree program with the University St. Gallen, Switzerland. She holds an MBA degree from Business School Lausanne and a PhD from the University of Exeter. Throughout the 90s, she held several positions for ALCOA (Aluminium Company of America), working in Russia, United States and Switzerland. After, Katrin assumed the position of Director, Strategic Planning EMEA of IAMS Pet Food, a division of Procter & Gamble, in the Netherlands. In 2000, she co-founded Yupango, a coaching consultancy dedicated to developing start-up companies and training management teams.



Filip Gregor

Filip Gregor is Head of the Responsible Companies Section at Frank Bold, a purpose driven law firm combining the power of business with a non-profit approach to solve social and environmental problems. He is a member of the Eminent Persons Group overseeing the Human Rights Reporting and Assurance Frameworks Initiative organised by the Shift Project and Mazars. Filip participated in the European Commission's Expert Group on non-financial reporting. He is also a member of the Czech OECD National Contact Point. With his Brussels team Filip runs the Purpose of the Corporation Project that creates space for a global debate on the role of the corporation in society and the future of corporate governance.

List of participants

Adamson	Paul	Forum Europe and E!Sharp (speaker)
Adduci	Vikte	ACCA
Ali	Tanweer	Empire State College, State University of New York
Ashioti	Eleni	FEE
Baines	Colin	Friends Provident Foundation
Baker	Dick	Caerus Consulting Ltd/Future Considerations
Bance	Anne-Lise	Prophil
Bande	Michel	Solvay (speaker)
Beck	Hans Ulrich	Sustainalytics (speaker)
Bernier Abad	Nicolas	European Commission (speaker)
Berry-Moorcroft	Christina	Social Value UK
Betelu	Amaia	Edelman
Bianchi	Marcello	Assonime and European Issuers
Signal	Jim	Campaign for Triple Purpose
Borelli	Silvia	University of Ferrara
Boyce	Kenneth	Christian Aid
Brachet	Isabelle	ActionAid International
Butzbach	Olivier	Seconda Università degli studi di Napoli
Casale	Alessandra	ASSONIME
Caulkin	Simon	Independent
Chaplier	Jerome	European Coalition for Corporate Justice
Chuah	Kevin	London Business School
Cloots	Ann Sofie	Cambridge University
Contreras	Soledad	Consultancy
Cooke	David	ClientEarth
Craeynest	Lies	Oxfam
Cremers	Jan	University of Amsterdam (speaker)
Dallas	George	International Corporate Governance Network (ICGN) (speaker)
de Roo	Koen	VU University Amsterdam
Decoster	Juliette	Charles Léopold Mayer Foundation
Di Noia	Carmine	CONSOB (Italian Securities and Exchange Commission)
Dickinson	Paul	CDP (formerly Carbon Disclosure Project) (speaker)
Diepeveen	Rosalien	Nyenrode Business Universiteit
Dubach	Barbara	Engageability
Edman	Erik	CSR Europe
Elset	Dyveke	Global Solar Council
Ensor	Yseult	FTA/BSCI/BEPI
Ernhede	Christian	Prudens AB
Fichera	Riccardo	Calietra SRL
Galapienso	Sofia	BBVA
Garton	Alice	ClientEarth
Gibbons	Helen	United Kingdom Shareholders' Association
Glover	Adelaide	Rainforest Action Network
Godinot	Sebastien	WWF European Policy Office
Graham	Jason-Louise	The European Commission
Gregor	Filip	Frank Bold (speaker)
Grinberg	Michal	AVISA Partners
Haworth	Rachel	ShareAction
Heath	Alyssa	UNPRI
Heidegger	Patrizia	Shipbreaking Platform
Helmerich	Nicole	Hertie School of Governance
Hoekstra	Ruth	European Commission

Holterhues	Eric	Triodos (speaker)
Hope	Erica	European Climate Foundation
Houdmont	Arnaud	Better Finance
Howitt	Richard	European Parliament (speaker)
Huse	Morten	BI Norwegian Business School/Witten/Herdecke University
Hölz	Christiane	DSW
Ihre	Emma	Mannheimer Swartling (speaker)
Iwasaki	Jo	ACCA
Johansson	Bengt	New Context
Johnston	Andrew	University of Sheffield (speaker)
Juncu	Sandra	European Coalition for Corporate Justice
K. Johansson	Elena	ESG Magazine Responsible Investor
Kanelli	Eleni	Federation of European Accountants
Karametaxas	Xenia	University of Geneva, School of Law
Kay	John	Author, economist, FT columnist and visiting professor at LSE (speaker)
Keating	Con	BrightonRock Group
Keigher	Mairead	Shift Project (speaker)
Kerecsen	Zsofia	European Commission
Khan	Nadeem	Henley Business School
Ki-Zerbo	Béatrice	IFACI
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Lambooy	Tineke	Nyenrode Business University (speaker)
Lanfermann	Georg	KPMG AG
Lankes	Theresa	Independent
Larsson-Olaison	Ulf	Linnaeus University
Latham	George	WHEB Asset Management
Lekvall	Per	Swedish Corporate Governance Board and ecoDa (speaker)
Li	Ka-Yin	Anjie Law Firm
Linares Sabater	Julia	WWF European Policy Office
Macau	Aurore	FSMA
Margolis	Adrienne	Lawyers for Better Business
Martindale	Will	Principles for Responsible Investment (UNPRI) (speaker)
Maule	Sam	E3G (speaker)
Metzler	Colin	PwC
Monciardini	David	University of Exeter Business School
Montagnon	Peter	Institute of Business Ethics (speaker)
Morrow	Paige	Frank Bold (speaker)
Mueller	Lars	European Commission - DG ENV
Muff	Katrin	Business School Lausanne (speaker)
Mulazzi	Floriana	Brescia University
Mulder	Herman	Institutional adviser, speaker, lecturer and author (speaker)
Murphy	Pauliina	Aviva
Mynttinen	Riitta	Independent Director and ecoDa (speaker)
Nikolova	Violeta	Samsung Electronics
Nordberg	Donald	Bournemouth University
O'Brien	Michele	University of Paris
Palazzi	Marcello	Progressio Foundation for Human Progress and B Lab Europe (speaker)
Panidha	Revi	Academy of Law and Economics Ltd.
Peladan	Jean-Guillaume	Sycomore Asset Management (speaker)
Pilot	Sallie	Black Sun
Porino	Giulia	Finance Watch
Ramanauskaite	Vita	Federation of European Accountants
Reichmann	Lukas	European Commission

Renes	Remko	Nyenrode Business Universiteit
Rey Novas	Luz Maria	International Labour Organization
Robinson	Katy	UK Financial Reporting Council
Robé	Jean-Philippe	Gibson Dunn
Rummel	Bernd	European Banking Authority
Sabangeanu	Arabela Anca	NGO Kogayon Burgos
Saelen	Jonathan	Act4Change
Sakuma-Keck	Kyoko	Avisa Partners
Salgado-Ragan	Andrés	I-Impact Social Finance
Salonen	Pia	European Commission
Schmidt	Matthias	International Integrated Reporting Council (IIRC) (speaker)
Segrestin	Blanche	Mines ParisTech PSL Research University
Shaw	Susan	Client Earth
Shrair	Emily Usher	European Women's Lobby
Sikora-Wittnebel	Joanna	European Commmission (speaker)
Sjåfjell	Beate	University of Oslo
Skipper	Anita	Aviva Investors
Smith	Naomi	CSR Europe
Spier	Jaap	Supreme Court of the Netherlands
Stern	Stefan	High Pay Centre and visiting professor at Cass Business School (speaker)
Stone	Larry	BT Group
Stormer	Susanne	Novo Nordisk (speaker)
Stoycheva	Petya	BDO Global
Taylor	Ray	PwC
Thamotheram	Raj	Preventable Surprises (speaker)
Thorn	Cecilia	Financial Reporting Council
Topal	Dr. Julien	Governance & Integrity
Ava	Tu	Anbang Belgium holding N.V.
Tunjic	Peter	DLMA labs
Ungureanu	Cristina	Eurizon Capital SGR
van den Akker	Frank	NCD (Dutch National Association of Board Directors)
van den Hurk	Jacomien	PwC
Van Marcke	Elias	Eubelius
van Oyen	Ludo	ValQuest
Vandenbussche	Pascale	ECIIA
Vanpeperstraete	Ben	UNI Global Union / IndustriALL Global Union
Veldman	Jeroen	Cass Business School (speaker)
Verhaeghe	Philip	Financial media
Vitorino	Eszter	GRI (speaker)
Vuori	Katja	INGOs/Finnish on-line and print media
Walker Palmour	Danielle	Friends Provident Foundation
Waygood	Steve	Aviva Investors (speaker)
Weger	Denise	Novartis International
Willmott	Hugh	Cass Business School
Winstanley	Stephen	Independent Advisor
Witte	Daniël	Independent

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