
















**TO ACTION!**

<p><b>8.15 am</b></p>  <p>Networking</p>	<p><b>Breakfast and registration</b></p> <p>An opportunity to meet peers whilst enjoying a hot coffee or tea and breakfast.</p>
<p><b>8.50 am</b></p>  <p>Welcome speech</p>	<p><b>Welcome to the ESG Integration Forum</b></p> <p>Covering the purpose of the conference and introduction to discussions taking place throughout the day.</p>
<p><b>9.00 am</b></p>  <p>Presentation</p>	<p><b>ESG Market mapping: Need to know for public companies</b></p> <p>The Independent Research in Responsible Investment (IRRI) surveyed more than 950 companies, asset managers and sell-siders from 44 countries to produce insight into changes taking place on ESG from a range of views. This session will share the most pertinent of the 61 ESG insights produced and set the scene for the discussions taking place throughout the day.</p>
<p><b>09.15 am</b></p>  <p>Panel discussion</p>	<p><b>ESG trends: Market developments and investor actions</b></p> <p>To set the scene, we aim to discuss the forces shaping the ESG revolution and look at the trajectory of trends and their potential impact on companies and their shareholders. In the first of two trend-focused sessions, we hear the view of the buy-side on the most pertinent issues changing ESG integration.</p> <ul style="list-style-type: none"> <li>• Understand how the roles of security market regulators and exchanges are changing on these issues and the knock-on effects for companies.</li> <li>• Find out how the EU Action Plan on Sustainable Finance will impact ESG in capital markets.</li> <li>• Learn how investors inform their voting and investment decisions and how this changes the way you communicate your ESG journey to investors and convey a true representation of the risks and rewards.</li> <li>• Establish how M&amp;A in the ESG ratings space, and further consolidation of ratings agencies changes the nature of the unfiltered 3<sup>rd</sup> party data investors use, then debate how you can contextualize this data through your shareholder communications and disclosure to ensure accuracy and relevance.</li> <li>• Discuss how transparency arising from proxy advisory reform will disrupt voting processes and outcomes.</li> </ul>
<p><b>10.00 am</b></p>  <p>Networking</p>	<p><b>Refreshment break</b></p> <p>A chance to re-fuel and meet other attendees</p>
<p><b>10.30 am</b></p>  <p>Panel discussion</p>	<p><b>ESG trends: Best practice responses from companies</b></p> <p>In the second trend session we focus on what companies are doing to respond to investor expectations. You will hear from IR, governance and sustainability professionals about how the strategies, initiatives and tactics that listed companies can use to respond to investor expectations.</p> <ul style="list-style-type: none"> <li>• Hear the company perspective about the biggest issues disrupting ESG and learn about what the practices companies have implemented in response. Discover what has worked, what hasn't and why.</li> <li>• Learn about the biggest trends shaping the future of ESG and their underlying drivers. Discuss how companies need to prepare for a rise in focus on ESG.</li> <li>• Identify which activities companies can undertake to help provide background information on the most relevant sustainability and corporate governance related issues that analysts, portfolio managers and stewardship teams are focused on.</li> </ul>

<p><b>11.00 am</b></p> <p></p> <p><i>Panel discussion</i></p>	<p><b>The 'climate crisis': Investor responses and the impact on companies</b></p> <p>As an increased number of low carbon industries attract funds, and investment firms get more proactive on influencing change as responsible owners it's crucial for governance, IR and sustainability teams to influence corporate strategy on climate risk, and communicate their actions with investors.</p> <ul style="list-style-type: none"> <li>• Hear how companies should engage with active and index investors around climate action.</li> <li>• How are new investor-driven initiatives like the Task Force on Climate-related Financial Disclosures and Climate Action 100+ going to impact how public companies assess, communicate and tackle climate risk?</li> <li>• Learn how to better understand and articulate the position of your business in a 2° scenario and the impact it has on company strategy.</li> <li>• Deepen your understanding of climate risk and investor expectations of companies in disclosure and capital allocation.</li> <li>• Understand how shareholders are engaging around both climate change related lobbying and political donations from companies.</li> </ul>
<p><b>11:45 am</b></p> <p></p> <p><i>Interactive workshop</i></p>	<p><b>Workshop on ESG factors and business drivers</b></p> <p>Move from materiality to messaging: In small groups, participate in a workshop discussion aimed to make you think deeply about different sustainability impacts, separating out environmental, social and governance factors and talking about how you can communicate the relationship between these issues and your business drivers, receiving peer feedback across three roundtable discussions.</p> <ul style="list-style-type: none"> <li>• <b>Environmental:</b> How important are issues like climate, plastic waste, deforestation and water risk likely to impact future regulation and what is the long-term impact on your business?</li> <li>• <b>Social:</b> How do you measure and communicate to shareholders about social issues like company culture, pay gaps, equal opportunities, automation, health &amp; safety, human rights or modern slavery?</li> <li>• <b>Governance:</b> Consider actions taken around board composition, risk oversight, dual-class shares, and what you can do to incentivize company leaders and board members to consider long-term shareholder value creation as a driver of their decisions.</li> </ul>
<p><b>12.30 pm</b></p> <p></p> <p><i>Networking</i></p>	<p><b>Lunch</b></p> <p>Sit down for lunch and a chat with fellow conference attendees</p>
<p><b>1.30 pm</b></p> <p></p> <p><i>Roundtable talks</i></p>	<p><b>The Exchange: How are companies changing their ESG practices?</b></p> <p>Exchange information and ideas with your IR peers in this highly interactive session.</p> <p>How the exchange works:</p> <ul style="list-style-type: none"> <li>✓ Choose any of the following topics – the power is in your hands!</li> <li>✓ Join the relevant roundtable and discuss with your peers</li> <li>✓ When the bell rings, move on to your next table and repeat!</li> <li>✓ At the end of the session, hear a roundup from all the leaders of lessons learned so you can apply these when you return to the office</li> </ul> <p>Roundtable topics include:</p> <ul style="list-style-type: none"> <li>• Shaping your ESG message and tailoring it to your investment story</li> <li>• Unique things to think about when organizing a corporate governance roadshow</li> <li>• Digital ESG communications – how to get people to actually read your sustainability report (or at least the information in it)</li> <li>• Board materials – how to prepare your board for upcoming issues</li> <li>• How corporate governance professionals can influence board diversity and composition</li> <li>• ESG crisis scenario – how would you react, who can help and what would you say?</li> <li>• Understanding different investment strategies (integration, impact, screening) and how to target different ESG investors</li> <li>• Q&amp;A during your AGM and during webcasts – fundamentals when informing and preparing management to answer ESG related questions?</li> </ul>
<p><b>2.30 pm</b></p> <p></p> <p><i>Networking</i></p>	<p><b>Afternoon coffee break</b></p> <p>Take a quick break before the final sessions of the day, where we will focus on shareholder engagement, considerations for the AGM, review the main talking points from the day and provide a list of actions that you can take back to the office.</p>

<p><b>2.45 pm</b></p> <p> <i>Panel discussion</i></p>	<p><b>From shareholder engagement to shareholder value</b></p> <p>The purpose of this session is to focus on how to provide the best value by engaging on the most material ESG issues that impact your company. We look at how to optimize your time and use engagement to create value for both shareholders and company leadership.</p> <ul style="list-style-type: none"> <li>• Direct interaction between corporates and investors is a valued source of ESG information, and has grown since Mifid II's enactment. Consider whether ESG roadshow activities will overtake surveys as a preferred form of ESG communication.</li> <li>• Learn how to ensure the board has clear oversight on ESG and how to prepare leadership for quality shareholder engagement.</li> <li>• Hear best practices for organizing an SRI or governance roadshow and how to use knowledge across your company.</li> <li>• Engagement is a two-way process: use market intelligence to inform your company strategy and create long-term shareholder value.</li> <li>• Debate whether ESG communications with investors should be driven by corporate governance, investor relations or sustainability.</li> </ul>
<p><b>3.30 pm</b></p> <p> <i>Fireside chat</i></p>	<p><b>Dealing with monumental shifts around the AGM</b></p> <p>To finish discussions, we will look specifically at activities around the annual general meeting, seeking to deepen understanding on issues shareholders are likely to highlight during your AGM: the rise of ESG-related shareholder activism, how new regulations will strengthen the position of shareholders and what it means for company decision-making.</p> <ul style="list-style-type: none"> <li>• Review the latest proxy trends and outcomes of shareholder proposals to discover emerging ESG issues.</li> <li>• How does a rise in shareholder activism and ESG focus impact the role of investor relations and corporate governance?</li> <li>• Predict the type of questions that could be asked of management and how you can prepare boards on these issues.</li> <li>• Discuss how the Shareholder Rights Directive is streamlining communications and the impact it will have on the AGM.</li> </ul>
<p><b>4.00 pm</b></p> <p> <i>Summary presentation</i></p>	<p><b>Take action</b></p> <p>In the final session we give you an opportunity to recap on all the discussions and recap on the set of <b>action points</b> that you can put into practice when you get back to the office. As part of this session, we will use interactive voting to get an understanding of which activities are the top priority for the group from a time and benefit perspective.</p>
<p><b>4.15 pm</b></p> <p> <i>Closing speech</i></p>	<p><b>Summary and end of conference</b></p> <p>Hear a summary of all the points discussed today and lessons to be learned.</p>