

# The ESG Integration Forum – 2021

December 1-2, 2021

Virtual event: Broadcast live

## What makes our format unique?

Our forums consist of a series of fast-paced, **high-level briefings** followed by an interactive speaker Q&A, virtual roundtable sessions, and networking. This format provides the **perfect balance between learning** from various stakeholders in the ESG ecosystem and **making new connections**.

## Agenda at a glance (All times in Eastern Time, ET)

Time	Day 1 – Wednesday, December 1	
10.30 am	Welcome to the ESG Integration Forum 2021	
10.35 am	[Policy update] SEC developments on reporting and disclosure	
11.00 am	Continuing year-round engagement on ESG	Fit for Purpose: Trends in ESG Communication and Reporting
11.25 am	Meet the attendees: Networking	
11.45 am	How teams can work together to prioritize and articulate material ESG issues	
12.45 pm	A discussion on robustness and assurance of ESG data	
1.15 pm	Meet the attendees: Networking	
1.45 pm	A guide to automating ESG reporting	
2.15 pm	Meet the attendees: Networking	
2.30 pm	ESG for small and mid-cap companies	ESG: Trends and distortions
3.15 pm	The who, what, where, how and when of ESG engagement	
4.15 pm	Summary of discussions and end of day one	

Time	Day 2 – Thursday, December 2	
10.30 am	Welcome to the ESG Integration Forum – 2021!	
10.45 am	The role of companies in the race to net-zero	
11.15 am	ESG passive investments: A roadmap to understanding risks & opportunities	
12.00 pm	Meet the attendees: Networking	
12.15 pm	How to facilitate board oversight on ESG	
1.15 pm	Meet the attendees: Networking	
1.30 pm	Getting the right metrics for social, human capital and diversity factors	
2.30 pm	Meet the attendees: Networking	
2.45 pm	Ask me anything: An investor Q&A	
3.30 pm	Summary of discussions and end of conference	

Detailed agenda below

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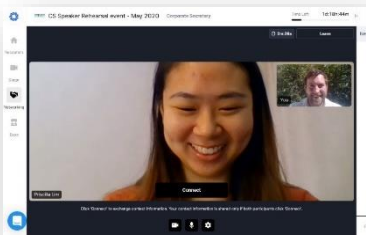
## Agenda in detail (All times in Eastern Time, ET)

Time	Day 1 – Wednesday, December 1		
10.30 am	<p><b>Welcome to the ESG Integration Forum – 2021</b> <i>Laurie Havelock, editor-at-large, IR Magazine</i></p>		
10.35 am	<p><b>[Policy update] SEC developments on reporting and disclosure</b> Given the expectation that the SEC will demand increasingly higher disclosures around ESG issues, we discuss what companies can do to improve their practices related to identifying, collecting and reporting decision-useful ESG data.</p> <ul style="list-style-type: none"><li>• Hear views about how emerging ESG reporting legislation is likely to impact corporate issuers</li><li>• Discuss how best to plan for expected SEC reporting requirements around ESG factors</li><li>• Learn how to keep up with and prioritize disclosure expectations from various stakeholders</li></ul> <p><i>Moderator: Ben Maiden, editor-at-large, Corporate Secretary Alex Higgins, managing director, Okapi Partners</i></p>		
11.00 am	<table border="0"><tr><td><p><b>Continuing year-round engagement on ESG</b> Material ESG issues are more fluid than ever before; what is material today may not be tomorrow, and what is not material today may be tomorrow. As stakeholders become more empowered, we examine how to approach materiality in an agile way, taking into account all stakeholder views.</p><ul style="list-style-type: none"><li>• Understand the concept of dynamic materiality and why is it vital in measuring and managing your ESG risks and opportunities</li><li>• Hear examples and best practices for conducting a materiality assessment</li><li>• Learn how to stay up-to-date with the risks and opportunities that impact your business in this rapidly evolving area</li></ul><p><i>Moderator: Dave Armon, chief executive officer, 3BL Media Mary Jacques, director of global environmental affairs and sustainability, Lenovo Chris Librie, director for ESG, Applied Materials</i></p></td><td><p><b>Fit for Purpose: Trends in ESG Communication and Reporting</b> Deepen your understanding of how ESG reporting and communication is changing and learn how to take targeted steps to meet the needs of your main audiences.</p><p>In this session you will hear stats and insights from the latest edition of the Works Design's trends and best practice research which has looked into the evolution of sustainability reporting over the past ten years.</p><ul style="list-style-type: none"><li>• Hear best practice examples of how companies are communicating purpose and leadership with their audiences</li><li>• Discover how different frameworks are increasing, or decreasing in popularity</li><li>• Get the facts on how many companies are setting targets around their ESG performance</li><li>• Learn about how companies' use of communication tools has changed in recent years</li></ul></td></tr></table>	<p><b>Continuing year-round engagement on ESG</b> Material ESG issues are more fluid than ever before; what is material today may not be tomorrow, and what is not material today may be tomorrow. As stakeholders become more empowered, we examine how to approach materiality in an agile way, taking into account all stakeholder views.</p> <ul style="list-style-type: none"><li>• Understand the concept of dynamic materiality and why is it vital in measuring and managing your ESG risks and opportunities</li><li>• Hear examples and best practices for conducting a materiality assessment</li><li>• Learn how to stay up-to-date with the risks and opportunities that impact your business in this rapidly evolving area</li></ul> <p><i>Moderator: Dave Armon, chief executive officer, 3BL Media Mary Jacques, director of global environmental affairs and sustainability, Lenovo Chris Librie, director for ESG, Applied Materials</i></p>	<p><b>Fit for Purpose: Trends in ESG Communication and Reporting</b> Deepen your understanding of how ESG reporting and communication is changing and learn how to take targeted steps to meet the needs of your main audiences.</p> <p>In this session you will hear stats and insights from the latest edition of the Works Design's trends and best practice research which has looked into the evolution of sustainability reporting over the past ten years.</p> <ul style="list-style-type: none"><li>• Hear best practice examples of how companies are communicating purpose and leadership with their audiences</li><li>• Discover how different frameworks are increasing, or decreasing in popularity</li><li>• Get the facts on how many companies are setting targets around their ESG performance</li><li>• Learn about how companies' use of communication tools has changed in recent years</li></ul>
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		Moderator: Laurie Havelock, editor-at-large, <i>IR Magazine</i> Wesley Gee, chief sustainability officer, Works Design
<b>11.25 am</b>	<b>Meet the attendees: Networking</b> Match with other attendees for a short, fun introduction using our virtual networking tool: it's as easy as 1-2-3. <ol style="list-style-type: none"><li>1. Visit the networking area and click connect</li><li>2. Get randomly matched with another attendee for a three-minute introduction</li><li>3. Exchange contact information or move on to the next attendee: it's up to you!</li></ol>	
<b>11.45 am</b>	<b>How teams can work together to prioritize and articulate material ESG issues</b> There are more than 300 potential ESG topics that could be material to a company, and understanding which topics and focus areas you need to concentrate on and articulate clearly, why these issues are material to the business. <ul style="list-style-type: none"><li>• Discuss how to engage all functions of a company with the materiality process</li><li>• Understand the processes required to prioritize and focus on issues that are most relevant to your company</li><li>• Learn how to condense your ESG story into easily digestible messages to be used during investor days and presentations</li><li>• Discuss how best to articulate on your website, in your 10-K and in the proxy the impact ESG factors can have on your business.</li></ul>	Moderator: Laurie Havelock, editor-at-large, <i>IR Magazine</i> Andrew Ciafardini, chief sustainability officer and head of global public policy, FIS Jennifer Frasier, vice president of diversity and inclusion, FIS Nathan Rozof, executive vice president, corporate finance and investor relations, FIS John Truzzolino, director of business solutions, DFIN
<b>12.45 pm</b>	<b>A discussion on robustness and assurance of ESG data</b> The regulatory focus on ESG requirements is likely to increase the reliance on external assurance for ESG data. This session examines trends in ESG data quality, and discusses the benefits and challenges, and best practices related to assuring ESG data. <ul style="list-style-type: none"><li>• Discuss whether ESG audits will become necessary via regulation or market trends</li><li>• Understand how companies overcome the workload challenges for auditing data as ESG data becomes more real-time focused</li><li>• Debate whether assured data is likely to help inclusion in ESG indexes</li><li>• Learn about the practices and systems companies should put in place to report and audit ESG-related metrics.</li></ul>	Moderator: Laurie Havelock, editor-at-large, <i>IR Magazine</i> Hashim Ahmed, chief financial officer, Jaguar Mining

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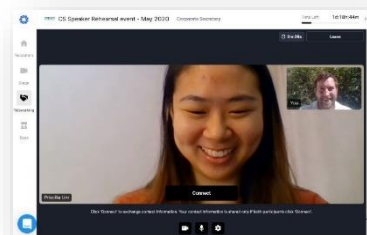
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Kealey Martin, director of sustainability, Fortis

## 1.15 pm Meet the attendees: Networking

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## 1.45 pm A guide to automating ESG reporting

Preparing and reporting ESG information can be time-consuming and takes resources away from managing ESG risks. This session explores how advances in technology can help reduce reporting fatigue, streamline data collection, and provide decision-useful information to investors in real-time.

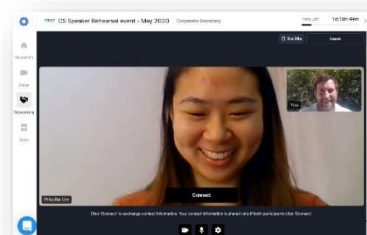
- Learn about the pros and cons of automating ESG data collection
- Understand which ESG-related metrics can be collected and reported in a smooth automated manner
- Discover how to use automation tools to analyze and tell a story about how ESG factors impact your business.

Moderator: Laurie Havelock, editor-at-large, IR Magazine  
Phil Redman, ESG offering manager, Onetrust

## 2.15 pm Meet the attendees: Networking

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<p><b>2.30 pm</b></p>	<p><b>ESG for small and mid-cap companies</b></p> <p>ESG leaders in the small and mid-cap space can benefit from index inclusion and reduced cost of capital. Yet, the challenges for small and medium-sized companies are unique. In this session, we examine ESG trends and challenges which are specific to small and mid-cap companies.</p> <ul style="list-style-type: none"><li>• Discover market trends related to ESG for small and mid-cap companies</li><li>• Discuss how to demonstrate the benefits of ESG reporting to engage internal stakeholders, management and the board</li><li>• Discover how targeting analysis for small cap companies is evolving to include ESG-focused investors.</li></ul> <p>Moderator: Laurie Havelock, editor-at-large, <i>IR Magazine</i> John Miller, ESG policy analyst, Cowen Jeff Osborne, sustainability and mobility technology analyst, Cowen Chad Reed, vice president for investor relations and ESG, Hannon Armstrong</p>	<p><b>ESG: Trends and Distortions</b></p> <p>In this session, we will go over the growing ESG topics found in transcripts and SEC filings, we will discuss the emerging trend of dedicated ESG Investor days, and what structurally fuels the rise of ESG investing.</p> <p>We will finish by discussing ESG-induced distortions: and answer the question is big tobacco "more ESG focused" than electric vehicle companies?</p> <ul style="list-style-type: none"><li>• Hear a data-driven view on ESG trends in corporate filings and earnings calls</li><li>• Hear case studies about how different companies are approaching ESG</li><li>• Understand the sentiment around ESG indexing using NLP.</li></ul> <p>Nick Mazing, director of research, Sentieo</p>
<p><b>3.15 pm</b></p>	<p><b>The who, what, where, how and when of ESG engagement</b></p> <p>As investors take a more active role, using their influence to change behavior at companies around ESG issues, we explore the changing nature of conversations between issuers and investors. We discuss the best approaches and vehicles for strategic engagement with investors related to ESG topics.</p> <ul style="list-style-type: none"><li>• <b>Who</b> companies prioritize engagement with; portfolio managers, analysts, ESG or stewardship teams – and how to tailor your approach for each stakeholder</li><li>• <b>What</b> topics investors are looking to address, and how you can align discussions with the fundamental time horizon of portfolio managers</li><li>• <b>Where</b> these discussions can take place; from traditional engagements such as proxy season, roadshows investor days and earnings calls to bespoke ESG broadcasts, social media and governance roadshows</li><li>• <b>How</b> to tell your ESG story and communicate decision-relevant information to your shareholders</li><li>• <b>When</b> are ESG discussions are most constructive, and how companies can build ESG into their year-round engagements with investors.</li></ul> <p>Moderator: Michael Rosen, head of ESG strategy and engagement, Chief Executives for Corporate Purpose (CECP) Erika Karp, managing director and chief impact officer, Pathstone</p>	

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	Kerry Kiley, director, Notified Ian Roe, partner, strategy, Brunswick Katrina Rymill, head of investor relations and sustainability, Equinix
<b>4.15 pm</b>	<b>Summary of discussions</b>
<b>4.30 pm</b>	<b>End of day one</b>

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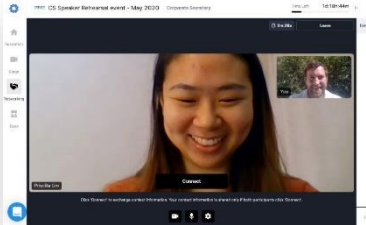
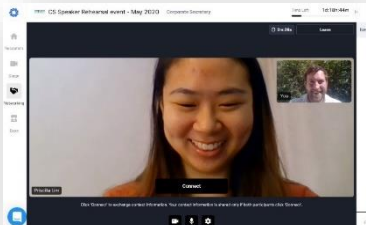
## Agenda in detail (All times in Eastern Time, ET)

Time	Day 2 – Thursday, December 2
10.30 am	<p><b>Welcome to the ESG Integration Forum – 2021</b> Recap from day one's discussions</p> <p><i>Laurie Havelock, editor-at-large, IR Magazine</i></p>
10.45 am	<p><b>The role of companies in the race to net-zero</b> As companies commit to science-based targets related to climate change and the SEC seeks to develop climate-disclosure rules, we take a deep dive into climate action. We specifically explore setting targets and developing disclosures around carbon emissions.</p> <ul style="list-style-type: none"><li>• Discuss what format climate disclosures should take</li><li>• Understand which climate targets are most effective and how companies can develop time relevant goals linked to carbon emissions</li><li>• Learn how to begin measuring and benchmarking greenhouse gas emissions</li><li>• Discover investor expectations of public companies in the area of climate action.</li></ul> <p><i>Moderator: Laurie Havelock, editor-at-large, IR Magazine</i> <i>Mark Phanitsiri, portfolio manager, Allianz Global Investors</i></p>
11.15 am	<p><b>ESG Passive Investments: A roadmap to understanding risks &amp; opportunities</b> As the passive ESG investment space continues to expand in size and influence, it is becoming increasingly important to understand the drivers of inclusion in various indices and ETFs to ensure that your company is included in these critical investment funds. For this panel, we will discuss topics around understanding and analyzing passive ESG investments, including:</p> <ul style="list-style-type: none"><li>• Understanding your current passive ownership from an ESG perspective</li><li>• Assessing the risks of being dropped and opportunities of being added to more passive funds</li><li>• Benchmarking your company vs peers in terms of ESG index/ETF inclusion</li><li>• Actions your company can take to optimize both your ESG story and investors</li></ul> <p><i>Moderator: Laurie Havelock, editor-at-large, IR Magazine</i> <i>Andreas Posavac, executive director, head of global ESG, M&amp;A and governance advisory, IHS Markit</i> <i>Caspar Tudor, director of investor relations, Waters Corporation</i></p>

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<p><b>12.00 pm</b></p>	<p><b>Meet the attendees: Networking</b></p> <p>Match with other attendees for a short, fun introduction using our virtual networking tool: it's as easy as 1-2-3.</p> <ol style="list-style-type: none"><li>1. Visit the networking area and click connect</li><li>2. Get randomly matched with another attendee for a three-minute introduction</li><li>3. Exchange contact information or move on to the next attendee: it's up to you!</li></ol>	
<p><b>12.15 pm</b></p>	<p><b>How to facilitate board oversight on ESG</b></p> <p>Boards of public companies are increasingly required to have more oversight on ESG factors. This session examines the current state of board oversight on ESG risks and opportunities and how to improve ESG oversight through composition and education.</p> <ul style="list-style-type: none"><li>• Discuss what directors, executives and departments should form the ESG disclosure committee</li><li>• Learn how to educate your board around ESG risks and opportunities</li><li>• Trends in linking ESG and executive pay</li><li>• Understand how to improve shareholder engagement on ESG at the board level</li></ul> <p>Moderator: Ben Maiden, editor-at-large, Corporate Secretary Adrian Fleming, senior director of ESG commercial, Diligent Farinaz Tehrani, chief legal officer and corporate secretary, VSE corporation Kim Yapchai, senior vice president and chief ESG officer, Tenneco</p>	
<p><b>1.15 pm</b></p>	<p><b>Meet the attendees: Networking</b></p> <p>Match with other attendees for a short, fun introduction using our virtual networking tool: it's as easy as 1-2-3.</p> <ol style="list-style-type: none"><li>1. Visit the networking area and click connect</li><li>2. Get randomly matched with another attendee for a three-minute introduction</li><li>3. Exchange contact information or move on to the next attendee: it's up to you!</li></ol>	
<p><b>1.30 pm</b></p>	<p><b>Getting the right metrics for social, human capital and diversity factors</b></p> <p>Social factors are subject to increased scrutiny, yet they can be among the most difficult to measure and analyze. During this deep dive into social factors, we look at how both companies and investors measure and evaluate issues such as human capital management, corporate culture and social license to operate.</p> <p>Furthermore, the SEC has approved rule changes proposed by Nasdaq that put in place new board diversity mandates and related public disclosures regarding composition. We will also examine what this means for public companies and disclosures around diversity and inclusion activities.</p>	



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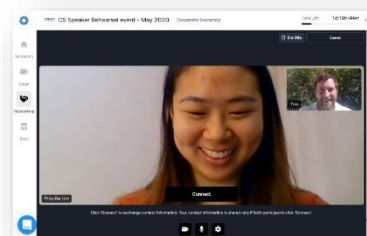
- Learn about emerging performance indicators related to social risks and opportunities
- Understand the challenges of qualitative and quantitative disclosures in human capital management and decide what works for your company
- Discuss whether mainstream investors will include diversity requirements in their governance policies.

Moderator: Laurie Havelock, editor-at-large, *IR Magazine*  
Jana Croom, chief financial officer, Kimball electronics  
Kim Dabbs, global vice president of social innovation, Steelcase  
Leahruth Jemilo, head of ESG advisory practice, Corbin Advisors

## 2.30 pm Meet the attendees: Networking

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## 2.45 pm Ask me anything: An investor Q&A

In this final session we offer a live Q&A with a panel of investors and analysts to share their views on the evolving ESG space and their expectations of public companies.

- Hear from a range of investors about their priorities for public companies in 2022
- Have your most pressing questions answered by investors and analysts
- Understand investor requirements from public companies to inform your future ESG strategies

Moderator: Laurie Havelock, editor-at-large, *IR Magazine*  
Shounak Bagchi, ESG engagement manager, Cartica  
Karin Riechenberg, senior ESG analyst, Sands Capital  
Fiona Ross, senior ESG analyst for US equities, abrdn  
Isabel Verkes, sustainable investment data research, Arabesque

## 3.30 pm Summary of discussions and end of conference

Laurie Havelock, editor-at-large, *IR Magazine*