

CCR INTEGRATED REPORTING (<IR>) ROUNDTABLE

WORKSHOP IV «Corporate Governance & Reporting»



DATE & LOCATION: FEBRUARY 28, 2017, ZURICH (EY, MAAGPLATZ 1)

HIGHLIGHTS

- Insights from BlackRock, the foremost asset manager and shaper of financial market behavior worldwide
- Market overview concerning corporate governance issues from ISS
- Learnings from best practice companies: Insights from UBS
- Opportunity for topical discussion with peers and experts in a relaxed and informal setting
- Excellent chance to expand your personal network

Please note that participation is limited.

Agenda

- From 08.15 on Arrival at EY, Zurich / Welcome coffee
- 08.45 – 09.30 Welcome & Introduction
- Welcome by **Dr. Kristin Köhler**, CEO, CCR; **Chiara Rinaldi**, Senior Manager, EY
 - Introduction of all participants / Short input on workshop expectations
- 09.30 – 09.55 **Corporate Governance & Integrated Reporting from the proxy perspective: Emerging Trends**
Matthew Roberts, Vice President, ISS Institutional Shareholder Services
- 09.55 – 10.25 **Corporate Governance & Integrated Reporting from the investor perspective: Key issues and expectations**
Edouard Dubois, Vice President, Investment Stewardship EMEA, BlackRock
- 10.25 – 11.25 Q&A / Discussion among all participants (Moderation: Dr. Kristin Köhler, CEO, CCR)
- 11.25 – 11.45 Coffee & Snacks
- 11.45 – 13.00 **Corporate Governance from the company perspective: Key issues, internal challenges and investor reactions**
Raimund Röhrich, Head Corporate Legal / Managing Director Transactions, Governance & Disclosure, UBS AG
> Followed by Q&A / Discussion among all participants
- 13.00 – 14.00 Lunch & Networking
- 14.00 – 15.30 Experience sharing (practice session):
How can today's insights and discussion outcomes be implemented within your company?
Short input from the participating companies (key learnings/wrap-up) as a starting point for the practice session (small groups)
Moderation: Dr. Kristin Köhler, CEO & Dr. Thomas Scheiwiller, Senior Advisor, CCR
- 15.30 – 15.45 Closing Remarks
- 15.45 – 16.30 Farewell Coffee & Networking

Please note that the event is held in accordance with Chatham House rules.

Workshop topic

Integrated Reporting as a management tool and as a reporting format generated interest in companies worldwide, as well as caught the attention of capital market players, accountants, regulatory bodies, standard-setters, NGOs and media. Although the internal benefits of integrated thinking as a holistic management approach are widely recognized among companies who early on began the journey and apply <IR> within their corporate management, the benefits of <IR> as a reporting format are less clear. According to the International Integrated Reporting Council (IIRC), one of the main standard-setters in the field, an integrated report is directed mainly toward providers of financial capital. That means that different capital market players, including sell and buy-side, should use and – more importantly – benefit from the information provided when evaluating corporate performance and making investment decisions.

At our previous workshop we began to **explore the investor perspective with regard to Integrated Reporting, ESG (environmental, social, governance) integration and company valuation**. The presentations and discussions demonstrated that the capital market is a decisive reference point for companies in terms of corporate management and reporting. Integrated reporting is a comprehensive approach to reporting on a company and its strategic direction against a backdrop of long-term orientation, an integral value creation process and integrated thinking. Accordingly, environmental, social and governance topics (ESG) are becoming increasingly integrated in management and reporting. In particular, corporate governance – and the corresponding reporting on it – is progressively more regulated. Corporate reporting has become an essential component of good corporate governance. And **investors are making greater demands on both corporate governance and its reporting**.

Companies, who follow the <IR> framework today, as well as companies who want to make their reporting more valuable for users going forward, e.g. investors and other stakeholders, struggle in regard to the use of an integrated report and the disclosed ESG information by the investment professionals. A deep-seated observation, especially among finance and investor relations professionals, is that investors do not care about ESG-related information in general, and integrated reporting in particular.

However, when talking to investors, ESG is evidently an important topic. ESG integration into company valuation and investment decision-making is ostensibly the greater challenge. At present, information on corporate governance – in particular, on the composition of governing bodies and remuneration – is still the focus within the ESG universe. Investors place the greatest focus on the “G” in ESG, the governance topics. Companies would be well advised to shape their CG reporting accordingly – open and transparent. **But what does this mean in practice? What are investors’ expectations in regard to corporate governance? Moreover, how is corporate governance related to integrated thinking, management and reporting?** How can companies strengthen their governance process and reporting as a subsequent step? Are there differences in investors’ analysis and evaluation processes depending on their investment style, investment horizon or engagement approaches?

The workshop aims to shed light on the multifaceted nature and concept of corporate governance as it is practiced today – and tomorrow – and its connection to integrated thinking and reporting.

Participants

We expect 10-15 participating companies – typically leaders in their industries – with no more than a total of 30 participants to allow for interactive discussion. All participating companies are requested to provide a short input on their corporate governance approach and their experiences with capital market players in regard to governance related issues. (2-3 minutes, no slides or formal presentation).

Cost (including workshop participation and documentation)

- CCR corporate members, category II & III: free
- CCR corporate members, category I: First participant CHF 500, and each additional participant CHF 350
- Non CCR members: First participant CHF 1000, and each additional participant CHF 500

The <IR> Roundtable in brief

Integrated reporting is currently one of the focal issues within the reporting community – standard- setters, regulators, investors, assurance providers and, most importantly, international companies are beginning to take action to foster integrated thinking and reporting. But, as integrated reporting is still quite new, relatively few companies worldwide have taken the first step on the journey. With this in mind, the Center for Corporate Reporting (CCR) – kindly supported by Clariant International – **initiated the Integrated Reporting Roundtable** in 2015 to foster the **sharing of first-hand experiences, garner insights from experts and promote learning from peers**. The main objective is to assist companies that are thought leaders in reporting to find their “right” solution by bringing together like-minded corporations who actively engage with current developments in corporate reporting and their stakeholders’ expectations. The focus of the Roundtable is on **concrete implementation and practical added value for corporations**, not theoretical models.

The Roundtable is designed as a **multi-year project** and consists of a **series of workshops** dealing with specific topics related to <IR>. During each workshop session, **international best-practice companies** will provide insights into their approaches and encourage knowledge exchange and discourse among participants. There will be 2-3 workshops per year dealing with different <IR> related topics. Registration is possible on a workshop by workshop basis. However, it is possible to register for and **support the Roundtable series as a whole**. Companies joining the entire Roundtable series will have the opportunity to **set the agenda in line with their internal discussions**. Workshop topics will be geared to their needs after a company-specific assessment, and individual meetings are then followed by individual workshops. In addition to public workshops, there are closed sessions that will take a deep dive into topics to enable **development of company-specific solutions** (for Roundtable participants only).

The Roundtable series is made possible thanks to the support of Clariant International and is kindly hosted by EY.

About CCR

The Center for Corporate Reporting (CCR) is an independent center of excellence for corporate reporting and the central point of contact for all key players in the corporate reporting community. CCR's activities include the annual Symposium, topic-specific events, the trade publication "The Reporting Times" and exclusive services for corporate members.

Our aim is to foster the quality of reporting and heighten its effectiveness – for the reporting companies as well as their stakeholders. We create added value through knowledge and networking. CCR focuses not only on reporting in the strictest sense, it examines external and internal reporting and their interaction with topics such as strategy, leadership, reputation, risk and corporate management.

Knowledge hub As your knowledge partner CCR tracks the latest developments in corporate reporting and addresses major trends. At the same time, we monitor international research on key topics, and together with our knowledge partners initiate our own research projects, and process relevant learnings in practical formats to help you in your daily work (e.g. checklists, recommendations for action, best practice cases).

We serve as your knowledge hub offering practical corporate reporting expertise.

Networking hub As your networking partner we actively promote dialog within the reporting community to foster interdisciplinary knowledge sharing. Our corporate members have the opportunity to learn about reporting topics and link up with other practitioners, decision-makers and experts in the field. For the benefit of corporate members in the DACH region CCR connects diverse players within the reporting community to initiatives and strategic partners at an international level.

We offer you a unique, interdisciplinary network in corporate reporting.

Our corporate members include (extract):

AFG Management, Ascom, Baloise, Clariant, Dufry, Geberit, Georg Fischer, Givaudan, HIAG, Hilti, Kaba, Liechtensteinische Landesbank, Lindt & Sprüngli, Lonza, Mikron, Raiffeisen, Roche, RUAG, Schindler, SGS, Siegfried Holding, Suva, Swiss Prime Site, Swiss Re, Swisscom, Syngenta, Valora, Zurich and many more.

Further information: Dr. Kristin Köhler, CEO, Center for Corporate Reporting (CCR)
kristin.koehler@corporate-reporting.com | tel. +41 44 446 83 01 | +41 79 563 18 09