

ESG, Disruption and Investment

2021 Hawkamah Institute Annual Conference

27 & 28th September 2021

Demands for business leadership have been made more complex in recent years. The global pandemic tested in real-time many of the corporates' risk management and mitigation frameworks and made companies rethink transformation strategies. This has required boards around the globe to step up oversight of their companies' social and environmental risks and digital safeguards and opportunities, while adapting to maintaining the welfare of employees and stakeholders.

As we embark on the next decade, the 2021 Hawkamah Annual Conference will explore emerging trends in governance, the implications of these trends on boards and organizations, and what regional companies, boards and directors need to do not only to respond to current challenges, but to prepare for an increasingly complex set of expectations from their shareholders and stakeholders. Conference sessions will explore how corporate directors have navigated rapid transformation of their companies and invite them to share insights on how it has affected their boardroom priorities.

The session format will be an expert address, a panel discussion, followed by interactive discussion between the panel and the audience of various Hawkamah stakeholders, including regional and global practitioners.

Day 1 Governance, Disruption, and Transformation

2:00 – 2:15pm	Opening Address: Hawkamah Chairman Global and Regional Outlook on the Future of Governance
2:15 – 2:30pm	Expert Address Business transformation and the Board of Directors – Disruption, Risks and Mitigation
2:30 – 3:30 pm	Panel Discussion (1): Board effectiveness under Covid: Lessons learned Moderated discussion between board secretaries and board members. <i>Areas of Discussion</i> <ul style="list-style-type: none">• What are the corporate governance take-aways from the global pandemic?• Beyond regulations, what are the potential disruptive forces that would impact corporate governance?• Reflecting on recent developments, how did the pandemic affect the relationship between boards and management? How can boards and executives find the right balance between management and oversight of risks and mitigation?
3:30-4:00 pm	Break

(session timings are based on UAE time zone, GST)

4:00-5:00pm

Panel Discussion (2): **Challenges & risks that boards and management need to be ready to face**

Moderated discussion between board members and top executives.

Areas of Discussion:

- What are the new IT and Cybersecurity risks that companies face?
- How did the pandemic affect employee talent management? What are the long-term implications of the lessons learned?
- How can companies face the supply chain challenges in the future?
- Is Digitization a necessity? How may this affect the future of industries?

End of Day one

Day 2 ESG, The Future of Investment

2:00 –2:15pm

Expert Address:
Future of ESG – E & S, the missing pieces to Governance

2:15-3:15pm

Panel Discussion (3): **ESG: Investors and boards**

Moderated discussion on how investors see the future of investor trading and engagement and how they assess board actions and reactions, focusing on ESG issues.

Areas of Discussion

- What do investors now look for when making investment decisions?
- What does the rise of investor stewardship mean for companies?
- What are the global implications of sophisticated analytics and new standards in environmental, social, and governance performance?

3:15-4:15pm

Panel Discussion (4): **Boards & ESG; tone at the top**

Moderated discussion on how companies can respond to ESG challenges and investor expectations.

Areas of Discussion

- Communication between boards and investors
- Distinct roles of company secretaries and IR: What and who is the Corporate Governance Executive?
- Managing Investor Engagement

4:15 – 4.30pm

Closing Remarks