

The Cornerstone Journal of Sustainable Finance & BankingSM

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CEO's Letter on Sustainable Finance & Banking



Erika Karp
*Founder & Chief Executive
Officer of Cornerstone Capital
Inc.*

This month in the **Journal of Sustainable Finance & Banking (JSFB)**, global markets grapple with volatility in the face of a China market rout, prospects for monetary policy normalization, continued negotiations on the Trans-Pacific Partnership, and an agreement such that Iran returns to the global markets. With regard to the news from Greece, while for the moment the EU balance has been preserved, we wonder if “Grexit” will be back on the table in the foreseeable future. And most importantly this month, while the corporate sector continues to move forward with a solid earnings season, we also see leadership in balancing “**profit with purpose**” as a dozen companies commit to help decarbonize the global economy with a pledge of \$140 billion as a lead-up to the UN Climate Summit later this year. While the timing and shape of these commitments is unclear, many would argue that timing is everything. But we highlight US Fed Chair Janet Yellen’s view that “timing is less important than pace” when it comes to the rate hike cycle. When it comes to global investing we will focus on both. Because both matter and are material to economic and profit outcomes.

Speaking of “**what matters**,” our theme for this Summer edition of the JSFB is **Work/Life Skills**. While there may never be perfect **balance** in life, economics, or markets, we can work to **integrate** our approach with broader interests and beliefs. We can apply cross-disciplinary learning from life and enhance performance across the board. Turning to Global Market Strategy, the work of Cornerstone’s Michael Geraghty provides an excellent example of this concept: In his report “**ESG in Sector Strategy: What’s Material?**,” Michael builds on work conducted by the Sustainable Accounting Standards Board and RobecoSAM by applying his own rigorous quantitative skills to highlight key sector risks. Michael uses ESG analysis to inform his own Sector Strategy weightings, and this month downgrades the Health Care and Tech Sectors to Neutral.


While Michael is also neutral weighted on the Utilities sector, his only overweight is in Financial Services. What would seem to “matter” in this sector is the ability to think critically. We do just that this month in a new piece of research from Cornerstone Capital analysts Michael Shavel and Sebastian Vanderzeil, who questioned conventional wisdom by asking “**What if Electricity Prices Fell?**” In a proprietary analysis, the team highlights the case for a secular decline in those prices as solar continues to gain share at both the utility and homeowner levels. Sebastian also offers us a case study in how to approach situations where one’s investment conviction is challenged by short-term events, as occurred earlier in the year when solar stocks dropped sharply in tandem with the major oils despite there being no true correlation between them. Aside from critical thinking as a work/life skill, the ability for portfolio managers to “lean into the pain” when conviction is high, is another.

From across the ecosystem of the Cornerstone Capital Group, we find illustrative examples of the application of life experience to apply to critical societal

challenges. Anne Weisberg of the **Families and Work Institute** reminds us there is still much work to be done in adapting organizations to the realities of dual-income working couples. In our “**Enhanced Analytics**” section, Daniel Malan of the Centre for Corporate Governance in Africa, at the University of Stellenbosch Business School in South Africa, describes how leading companies are recognizing the importance of employee health to corporate performance, and are starting to incorporate health metrics into corporate reporting. The excellent work by The **Aman Foundation** to bring skills training to youth in Karachi, Pakistan – recently given a boost by funding from USAID – grew out of the trustees’ desire to bring “dignity and choice to the underserved in Pakistan through Sustainable, Scalable, and Systemic development in the areas of health and education.” And as described by Antoinette La Belle and Anne Sherman of **Growth Philanthropy Network**, sometimes turning a problem on its head is the most useful skill; they asked, “If the nonprofit sector’s atomized, competitive culture weakens its impact, does it follow that a more coordinated, collaborative approach can help build the resilience of both individual nonprofits and the broader social sector?” Their answer, highlighted in our “**Accelerating Impact**” section, is a resounding “yes” as embodied in their organization’s The Social Impact Exchange.

Our **Featured Editorials** in this edition illustrate how the authors apply their own experiences outside the sphere of their jobs to improve performance and satisfaction. It might be the game of **bridge** as an analogy for equity options trading; relating the philosophies of **yoga** to sustainable investing; applying the brain of an **engineering** professional to the challenge of running a coalition of active shareholders; or highlighting the many ways to improve **financial literacy** for youth. This latter concept is also featured in our Sustainable Domain, www.TheNewFinancialLiteracy.com, where we articulate the power associated with seeing money as a tool for sustainable growth and development.

Lastly, we are pleased to include in this issue two pieces that capture the essence of what we at Cornerstone truly consider to be among the most critical of “work/life skills”: Questioning. In www.SocratesVoice.com we offer our article from the recent Ceres/BlackRock report, “*21st Century Engagement: Investor Strategies for Incorporating ESG Considerations into Corporate Interactions.*” In this article we stress the importance of asking questions, and then earning the right to offer answers through rigorous analysis. It is a true understanding of the difficult but pivotal questions that will drive long-term performance. We also proudly share the text of our recent address to the United Nations General Assembly, as the representative of the global capital markets at the “UN Global Compact + 15” Anniversary conference, themed “Business as a Force for Good.”

If we can achieve transparency, trust, a renewed entrepreneurial spirit, and the desire for a robust corporate legacy in the private sector, then together with the public sector we can create solutions to our most pressing challenges. That would be the best work/life skill of all. 

My sincere regards,
Erika

Erika Karp
Chief Executive Officer

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Antoinette La Belle

Managing Director,
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Social Impact Exchange at the
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Global Market Strategy

SocratesVoice.com

By Erika Karp, Founder & CEO, and John Wilson, Head of Corporate Governance, Engagement, and Research, Cornerstone Capital Group; and Jerome Lavigne Delville, SASB

In late May, the highly regarded Ceres organization, which advocates for sustainability leadership, partnered with BlackRock, the world's largest asset manager, to issue "21st Century Engagement: Investor Strategies for Incorporating ESG Considerations into Corporate Interactions." Cornerstone Capital is proud to have contributed to this publication. Our article is reprinted below and the full report can be found [here](#).

"...the reality is that the very best investment analyses start with a question investors are struggling with in the context of their decision-making processes ... a pivotal question about which analysis will give greater predictive insight into investment decisions and economic outcomes."

The smartest people we know, know how little they themselves know. That includes Wall Street sell-side analysts, strategists and economists. In fact, Socrates taught that "the only true wisdom is knowing that you know nothing." That might sound a bit harsh, but the reality is that the very best investment analyses start with a question investors are struggling with in the context of their decision-making processes, and a pivotal question about which analysis will give greater predictive insight into investment decisions and economic outcomes. The bottom line is that great sell-side research is often "a question of questions."

Most analysts are trained to start their stock calls to portfolio managers and analysts with their "conclusion first." They start by telling investors what to do with their money. From our standpoint, why would investors possibly listen? We argue that analysts have to "earn the right" to offer advice—the right to be heard above the barrage of noise.

More specifically though, it's not just research into any questions that matters. It's research into the most pivotal, difficult, complex, global, sector- and macro-based issues that need to be addressed at any given time. In other words, what is truly "material"—such that a reasonable investor needs to absolutely consider it in the context of making a buy or sell decision? There is a vast distinction between questions that are related to the "here and now," and questions that offer critical insights into longer-term corporate strategies, tactics, and ultimately stock price performance.

We circle back to the problem of retraining Wall Street analysts to not focus on sharing all that they know, but rather to be transparent and constructive about what they don't know. What they don't know, they might try to obfuscate or simply avoid. Respectfully, we argue that this is a poor strategy. It will be found out by savvy investors who, collectively, represent much of the information that's already reflected in the price of a stock.

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John K.S. Wilson is the
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Governance,
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at Cornerstone Capital
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was Director of
Corporate Governance
for TIAA-CREF, where
he oversaw the voting of
proxies at CREF's 8,000
portfolio companies and
engaged in dialogue
with corporate boards
and management to
promote sustainability
and good corporate
governance.

**Jerome Lavigne-
Delville** of the
Sustainable Accounting
Standards Board
(SASB) is a recognized
expert in corporate
sustainability, blending
nearly 15 years of
experience in corporate
law, investment banking
and social
responsibility.

From where does that information advantage come? In our view, it could come from the earnest, objective analysis of the broad swath of subjects covered in seeking environmental, social and governance excellence, or lack thereof, in the corporate sector. In fact, that enhanced version of investment analytics captures almost everything one can think of when making an investment decision. We argue that a lack of the systematic analysis of ESG factors implies poor due diligence in the investment process deployed by the analyst—an inadequate evaluation of risk-adjusted returns to express to investors.

With regard to understanding precisely which ESG factors are most critical to a particular company, we would suggest that an industry-based or sector-based approach is essential. The book is still being written with regard to the establishment of “standards” for the disclosure of these factors, notably by organizations such as SASB (the Sustainability Accounting Standards Board) in the US. This critical piece of “infrastructure” is a starting point for inquiry in what matters most, by sector, to analysts and investors.

The bottom line though, is that just because an analyst can't yet answer pivotal questions doesn't mean they shouldn't try. Shouldn't analysts at the very least look at scenarios of possible share value destruction associated with stranded assets for oil and gas companies if a carbon policy were put in place to deal with climate change? Isn't it worth noting which companies can best articulate the value of optimal employee engagement, succession planning and great corporate governance? Wouldn't it be valuable to know which companies are optimally evolving their business models to embrace the potential of social media, big data, and demographic shifts? Absolutely. In fact, we state again that the best investment research is indeed a “question of questions.”

So, without attempting to be all-inclusive, we turn to some sectors and specific questions below that can be posed by investors and analysts to build a more robust and comprehensive understanding of risk and value creation—those questions that raise even more important questions that analysts should be exploring.

Moreover, we would argue that all these questions might better be posed in a more systematic way than is currently the norm. The questions, and others that are beginning to become part of the dialogue in the mainstream of the capital markets, represent a material enhancement to the current analytical process. They represent a more nuanced basis from which to triangulate the answer to the question of whether to buy, sell or hold.

Key Questions to Ask by Sector

OIL, GAS AND MINING

1. Has the company modeled scenarios that include low-carbon public policies and impacts on demand and supply? How does the company evaluate the risks of assets becoming stranded because of potential climate regulation, water risks, or other factors affecting demand and price? How has the company's evaluation of new exploration activities changed in light of this analysis?
2. Given the uncertainties surrounding the company's long-term investments, how does executive pay incentivize an appropriate balance of short-term performance and long-term strategic orientation?
3. How does the company identify the risk of local community opposition? How does the company account for the costs should such opposition occur? Which operations are located in regions where they may face these risks and how are you addressing them?
4. What has the company learned from the numerous safety and emissions events in the extractives sector over the last several years, and how have you enhanced safety processes and governance in response?
5. What emerging forms of corruption concern you? How do you identify new forms of corruption and adapt your compliance training and practices? How are managers incentivized to prevent corruption?

BANKING AND FINANCE

1. What analyses has the bank undertaken to assess its broad social and economic impact in the communities in which it operates? Which lines of business are most affected by these assessments? What is the process for incorporating these concerns into financing decisions?
2. How does the bank ensure that customers always receive services that are appropriate for their situations and understand the nature of the risks they are taking?
3. What are the key factors influencing customers', regulators' and business partners' trust in the bank and how is the bank managing these factors?
4. What are the bank's policies on the environmental impacts of its lending activities?
5. How does the company factor in long-term social and environmental trends, especially rising climate change, into its enterprise risk management systems? What is the process of board and management oversight of this?
6. Given the breadth of the bank's/financial institution's global business lines, how does its governance structure address concerns about complexity risk?
7. How does executive compensation create incentives for long-term performance at a reasonable level of risk? How do the company's compensation policies for ordinary employees create incentives for appropriate risk taking?

INSURANCE

1. How does the company factor in climate change into its enterprise risk management systems, actuarial analyses, underwriting, or investment strategies? What is the process of board and management oversight of these?
2. How is the company minimizing the risk of misuse of “big data” when using large data sets to better assess, price or create products?
3. Given that the insurance sector has more detailed and personal information on individuals or customers than most industries, how does the company assess the quality and adaptability of its cybersecurity measures? How often are your plans for security refreshed or re-evaluated?
4. How has the company developed strategies to create future products or coverage to attract a wider range of customers spanning a broader socio-economic spectrum? What are the company’s long-term plans for growing market share in an environment where major risks continue to put at risk the affordability and availability of insurance products?
5. How does the company ensure timeliness and ease of claim processing, as well as transparency of policies? How do the company’s products incentivize healthy, safe, and/or environmentally conscious behavior? (e.g., promote energy efficiency and low carbon technology?)

INFORMATION TECHNOLOGY

1. How does the company analyze and mitigate concerns about cybersecurity? What policies are in place to protect the reasonable privacy rights of its customers and business partners? How does the company think about balancing privacy rights with reasonable expectations of transparency?
2. How has the company assessed water-related risks to operations and in the supply chain?
3. How does the company assess the potential physical impacts of climate change to its infrastructure? How is the company addressing this?
4. Does the company source any raw materials from conflict-affected areas (or does the company trace its supply chain back to conflict-affected areas)? How do you assess and manage the risk of supply chain disruptions from these areas?
5. How does the company measure the productivity of its human and intellectual capital? How does the company assess the diversity of its workforce? What steps is the company taking to improve diversity?
6. How is the company addressing shortages in the science, technology, engineering, and math (STEM)-trained workforce?

ELECTRIC UTILITIES

1. Has the company assessed the physical risks to its infrastructure posed by extreme weather events and other climate impacts? How does the company assess emerging water-related risk? How does this analysis impact the company's investments in system upgrades?
2. How is the company positioned relative to public policies designed to ensure a reliable and affordable energy supply, possibly at the expense of profitability?
|
3. How does the company analyze and mitigate security threats, including cybersecurity and potential threats to physical assets, including substations and nuclear plants?
4. Is the company adapting its business model in response to increased demand-side efforts to mitigate climate change, such as energy efficiency and plug-in hybrids? How is the company addressing the growth of distributed renewable energy generation?
5. How is the company affected by the secular decline in renewable energy prices, and related advancements in distributed energy?

APPAREL AND RETAIL

1. What emerging or potential natural resource constraints concern you the most? How does this company evaluate its water-related risks? How are you adapting your supply chain management systems in response?
2. What steps have you taken to incorporate principles of sustainable product design?
3. How is the company positioned with regard to taking advantage of increased buying power in middle-income countries? What impact do rising wages have on the company's procurement practices?
4. How does the company evaluate its risks of high profile safety or other negative labor-related events in its supply chain? How is the company evolving its procurement practices in response?

TRANSPORT

1. How are you modeling the impact of potential climate change regulation on market demand or pricing? How does the company's long-term business strategy position the company for uncertainties related to future climate policy? How do rising energy prices affect your manufacturing and distribution strategies?
2. What emerging or potential natural resource constraints concern you most? How are you adapting your supply chain management systems in response?
3. How is the company positioned to supply mobility in the emerging megacities of the developing world?
4. How does your governance structure support a culture of safety within the firm? How are executives incentivized to ensure that safety remains a priority throughout the economic cycle?

FOOD AND BEVERAGE

1. How does the company assess water-related risks in its supply chain? How is the company assessing its need to adapt to the physical impacts of climate change? More generally, what is the company's assessment of the impact of growing relative scarcity of agricultural commodities on its business?
2. How has the company assessed the impact of potential future climate change mitigation policies on its supply chain, including transportation costs? How is the company addressing the physical impacts of climate change on its supply chain?
3. How does the company assess the risk associated with increasing relative scarcity of agricultural land and pressures on biodiversity?
4. What is the impact of rising incomes in the developing world on the company's business, from both a supply and a demand perspective?
5. With regard to its own employees, what is the company's strategy for maximizing the productivity and motivation of its workforce, particularly customer facing employees? How does the company manage reputational risks associated with a possible high profile labor event (such as a safety failure or discovery of forced labor) in its supply chain?
6. How does the company assess the impact to its business of rising concerns in the United States about nutrition and health? How is the company managing the potential impacts of these shifting attitudes?

HEALTHCARE AND PHARMACEUTICALS

1. What are the key factors influencing the trustworthiness of the company from the perspective of patients, healthcare providers, and regulators? How is the company managing these factors?
2. What steps has the company taken to ensure that its products are marketed in an ethical way? How do you assess whether these steps are effective? What bribery controls are in place?
3. How will changing demographics, including the aging of populations in developed countries and rising incomes in developing countries, affect product demand? How is the company positioned for these changes?
4. How does the company's executive compensation policy create incentives for excellence in patient outcomes?
5. How is the company making efforts to improve access to medicines? What are the strategic objectives of these efforts and how do you measure their effectiveness?
6. With regard to its own employees, what is the company's strategy for maximizing the productivity and motivation of its workforce, particularly customer facing employees?

Corporate Governance

Trust, Transparency, Entrepreneurship & Corporate Legacy

By Erika Karp, Founder & CEO, Cornerstone Capital Group

On June 25, Erika Karp addressed the General Assembly of the United Nations as a representative of the global business community, on behalf of the “UN Global Compact + 15” Anniversary conference, themed “Business as a Force for Good.” The text of her remarks appears below.

Excellencies, Delegates, and Colleagues of all Genders: It is a privilege to address you today.

“No legacy is so rich as honesty,” Shakespeare wrote in “*All’s Well that Ends Well*.”

In speaking of the dynamics of the global capital markets, so many parts are in motion; and so much is at stake.

For “Business to Be a Force for Good” we need:

- Honesty regarding the daunting challenges of the 21st Century;
- Honesty about the true cost of business as usual as we move towards a world of 9 billion people;
- Honesty about the costs in terms of financial capital, human capital and natural capital that it will take to address the massive imperatives of our day ... climate change, security, infrastructure, healthcare, education, gender equality, poverty and economic inclusion;
- Honesty in admitting that neither the public sector nor the private sector alone can mobilize trillions of dollars.

Rather, there must be a new social contract, with Honesty, Transparency, Collaboration, Entrepreneurship and great Corporate Governance leading the way.

Investors and businesses must acknowledge that we are in a world with heightened complexity and volatility as far as the eye can see.... We can either let it paralyze us, or ignite us!!



Just as we know that in order to address the realities of climate change we will need technological transformation, we know that to address all of our sustainable development goals, we will need corporate transformation and entrepreneurship.

We need to transform the companies of the world into creative, productive, entrepreneurial juggernauts... and we need to finance these companies, large and small.

We need to spark a powerful wave of innovation the likes of which the world has never known. And we can do this.

We can do this if we empower Leaders, CEOs and Boards of Directors who are true Stewards of Corporate Legacy. Leaders who believe that entrepreneurship is not about an exit strategy, but about a Legacy... A legacy of entrepreneurship both by new corporate entities and from inside the world’s largest and greatest companies. Entrepreneurship embracing all the creativity, risks, rewards, accountability that it entails.

This is what will drive growth... the economic engine turned on by the private sector. Not by short-term monetary stimulus, but by long-term capital formation and job creation which moves us towards global prosperity.

This is why the time is now for the work of the Global Compact to shine: 15 years of leading the way towards Corporate Sustainability.... Ultimately, we will simply call this Corporate Excellence: “The relentless pursuit of material progress towards a more regenerative and inclusive economy.”

We need Boards of Directors who are Stewards of Corporate Legacy.

We need Investors who are Stewards of Financial, Human, and Natural Capital.

A dozen factors are converging to show that the time is now. This time is unprecedented. There is a concentration of economic power that has never been seen before.... Companies with the power of nations... Companies with the wealth of nations. Unprecedented regulatory scrutiny, social media and extreme and instant transparency; big data turning noise into predictive insight; massive intergenerational wealth transfer, the asset owners, asset managers, investment banks, accountants,

consultants, exchanges, standards bodies all coming into alignment for the first time. We face an unprecedented confluence of factors shifting the dynamics of the capital markets.

And so it is important to be honest about who is great, and at what. The private sector is great at capital formation. Capitalism is great at facilitating global prosperity. It is time to be honest about the deployment of financial capital, human capital, and natural capital. Be honest about what it takes to truly build the wealth of nations: It takes transparency and collaboration. It takes the private sector AND the public sector... working together.

Back to Shakespeare and *The Merchant of Venice*, where he wrote: “If to do, were as easy as to know what were good to do, then churches had been chapels, and poor men’s cottages prince’s palaces.”

It’s not enough to just know what to do; it is being able to execute!

It takes the Force of Will, to make Business a Force for Good. It takes an understanding of “The Fierce Urgency of Now.”

It takes a true Global Compact. 

Regional Imperatives

Enriching Young Lives Through Work: The Aman Foundation and USAID

By Farah Naz Ahmad, Correspondent, American Pakistan Foundation



Photo courtesy of The Aman Foundation

Pakistan sits just at the edge of the lowest quartile of countries by GDP per person. It faces significant social challenges, with one of the highest infant mortality rates, only three out of five children attending primary school, and more than 60% of its population aged 29 and younger. Malnutrition is cited as affecting more than 40% of the population, and violence against minorities has increased over the past year.

These trends fuel the work of The Aman Foundation. Launched in September 2008 by Founding Trustees Fayeeza and Arif Naqvi, with \$100 million in seed money from the family's Aman Trust, the foundation's mission is to champion "dignity and choice for the underserved in Pakistan through Sustainable, Scalable, and Systemic development in the areas of health and education." (Arif Naqvi is the Founder and Group CEO of the Abraaj Group, a leading private equity investor operating in Africa, Asia, Latin America, the Middle East, and Turkey.)

Underpinning Aman's intervention in education is AmanTech, a vocational training program that provides Karachi's underserved youth with skills training and linkages to employment opportunities. In a recent move, US Agency for International Development (USAID) has partnered with AmanTech to help expand the program and train 3,600 students, by providing \$7 million in funding that will be matched by Aman with \$1 million.

AmanTech offers core skills training in 14 trades at its Karachi facility. To ensure a well-rounded curriculum, AmanTech's training program includes theory as well as hands-on experience. Students benefit from career guidance, and those who qualify receive internationally recognized diplomas from City & Guilds (UK), which makes them attractive candidates on the international job market. AmanTech facilitates job placement by conducting extensive outreach to develop linkages between organizations that will help program participants. Students have found work locally in Pakistan and abroad in the United Arab Emirates, Oman, and Saudi Arabia.

Participants of AmanTech have progressed quickly in their careers. One student began as a factory worker and was promoted to a managerial role in five months. The expertise he gained provided an economic benefit, as secure job placement has allowed him to financially support his family. Another student spoke highly of the personal skill training that AmanTech provided including communications training and English classes, which have helped him develop professionally.




Photos courtesy of The Aman Foundation

Farah Naz Ahmad

is a Sustainability Plan Examiner for the NYC Department of Buildings. She previously worked for the New York City School Construction Authority. Farah brings her communications skills to the American Pakistan Foundation in the hope of raising awareness about her cultural origins.

USAID's involvement with The Aman Foundation is just one of the agency's many commitments in support of Pakistan's development. In fact, according to the USAID website, in the five years up to May 2015, the agency:

- Built/renovated 989 schools serving more than 300,000 students;
- Trained more than 7,000 new teachers;
- Trained more than 1,300 university and college faculty in new teaching methods, and provided more than 1,595 scholarships to aspiring Pakistani teachers, 70 percent going to women;
- Awarded more than 2,500 scholarships to talented but low income and otherwise disadvantaged students to attend local universities; and
- Awarded 1,238 scholarships since 2005 through the largest Fulbright Program in the world.

By granting the Aman Foundation with funds to expand AmanTech's vocational training program, USAID is wisely leveraging the local momentum created by The Aman Foundation's initial investment. By furthering the mission of AmanTech to offer skills training to underserved youth, USAID is working strategically in partnership with an enterprising local organization to be a force for good in Pakistan. 

Upcoming Events

Global ESG Calendar

Date/Time	Event	Location	Information
8.8.15 - 8.13.15	AREDAY Conference – Racing Climate Change: Green Bridge to China and the Road to Paris	Westin Aspen Snowmass Lodge Aspen, CO	http://www.areday.net
8.12.15	"A Taste of Cornerstone" <i>Cornerstone Event</i>	Alliance Center of Denver Denver, CO	http://cornerstonecapinc.com/event/a-taste-of-cornerstone/
8.14.15 - 8.16.15	Regenerative Investing Workshop – Investing for People, Planet & Profit	The Omega Institute Rhinebeck, NY	http://www.eomega.org/workshops/regenerative-investing#-workshop-description-block
8.25.15 - 8.27.15	Sustainable Brands – SB15 Rio	Windsor Barra Hotel Rio de Janeiro, Brazil	http://www.events.sustainablebrands.com/sb15rio/
8.26.15	The Annual Women in Green Forum	TreePeople Conference Center Coldwater Canyon Park Los Angeles, CA	http://www.womeningreenforum.com
9.8.15 - 9.10.15	PRI in Person 2015	ICC ExCeL Exhibition Centre London, UK	http://www.cvent.com/events/pri-in-person-2015/event-summary-1fa5cd3fa1674e0ab2e65080a7db0443.aspx
9.15.15 - 9.16.15	The Water Expo – Empowering WATER in the Americas	Miami Airport Convention Center Miami, FL	http://www.thewaterexpo.com
9.24.15 - 9.25.15	RobecoSAM Forum	Bocken Conference Center Zurich, Switzerland	http://www.robecosam.com/en/forum/ri/
9.26.15 – 9.29.25	Clinton Global Initiative 2015 Annual Meeting	New York, NY	https://www.clintonfoundation.org/clinton-global-initiative/meetings/annual-meetings/2015
9.28.15	National Association of Corporate Director's Global Board Leaders' Summit	Marriot Marquis Washington, D.C.	https://www.nacdonline.org/Conference/agenda.cfm
10.6.15 - 10.8.15	Sustainable Brands New Metrics '15	The Royal Sonesta Hotel Boston, MA	http://events.sustainablebrands.com/newmetrics15/?_ga=1.77064341.1882551050.1436458359
10.8.15	Integrated Reporting – Series IV <i>Cornerstone Sponsored Event</i>	Edelman New York	http://skytopstrategies.com/ir-series-iv-ny/
10.12.15 - 10.13.15	Bloomberg New Energy Finance London Future of Energy Summit	The Brewery London, UK	http://about.bnef.com/summit/?utm_source=eventbrite&utm_medium=link&utm_campaign=Summit2015
10.22.15	High Water Women's Investing for Impact Symposium	CUNY Graduate Center New York, NY	http://www.highwaterwomen.org/index.php/our-programs/impact-investing-education#!impact2

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