Company Name: The Future of Environmental, Social and Governance Information
Event: CECP CEO Investor Forum 5.0
Date: September 20, 2018

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Pleasure to welcome to the stage Erika Karp and, I'm pausing for dramatic effect, Morgan Williams and I'll give a brief intro of Erika. Erika is someone who I've known for a long time and she is the CEO and Founder of Cornerstone and a powerhouse in this industry, a real leader, someone who I admire, someone who I feel lucky to be on the stage with and someone who you need to listen to.

Morgan is someone who I feel exactly the opposite. No, I'm joking. Morgan is someone who I don't know well, but we are huge fans of Bloomberg and Bloomberg's support in this area has been transformational. The way they've invested, research and standards, the information they're collecting is truly remarkable and it's a real testament to Michael Bloomberg's vision, Curtis Ravenel, Lee Bolin and Matthew's hard works.

With that we'll come in and sit down over here for a conversation on the future of ESG Information. Are we going to have more questions and answers at the end of this, Erika?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

It's always about the questions.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Always about the questions.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Always about the questions.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

So do investors have all the information they need to know right now to make investment decision making or is there too much confusion, complexity out there and we should just all wait.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

No. Too much confusion, too much complexity, but we can't wait. We can't wait. By the way, we have George Gale. So there we go. So ice cream and sharks, it's actually really interesting.

So as I heard as kind of Director of Research, it's always the next question that matters. It's always the nuance that matters. So I'm not surprised at all about that step: ice cream volumes and shark attacks. But I think it's not so much about the taste for ice cream. The reality is we're talking about temperatures of the sea is changing, the seals coming in into different beach areas, the sharks following the seals, right.

So it's one piece of data that can lead you in all kinds of different directions. Hopefully, it leads you in the direction of giving a damn about the big changes in the world. This is exactly why we have Jostein Solheim, the CEO of Ben & Jerry's on our Board of Directors. So it's not time to wait. It's time to have this fierce urgency.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

How do you feel about that, Morgan, fierce urgency?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I would agree. I think that we can't wait. There's been a lot of datas kind of drip, fed through and we've had many years of having small pieces of data disseminated and fairly, can't quite say arbitrary, but certainly not comparable manner. And I think that we'll probably touch on this a little bit more, but things like SASB, TCFD and GRI even earlier are really great ways of setting up frameworks for not just companies to disclose along, but investors to start using as part of their models when they make decisions.

And without those pieces, we weren't going to get anywhere. I think that the next step is actually to increase the amount of data. And as a phrase I – really when I define what I do for Bloomberg, it's about democratizing that inflammation as part of the investment process, simplifying it for both sides and doing what we can.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Just I don't think it's about increasing the volume of data, I think it's about better data.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

It's more comparable data.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

More comparable, more data that we can project, but the ability to sort through, the massive amounts of noise to get a signal, that's what we're trying to get to, right?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

This is always a problem with financial data. And I think that there is – again if you look at the volume of schools that exist in the world today, there is school fatigue. And we – people don't know where to turn. When they're trying to implement a process, I think that it's a very challenging aspect of working with indeed the volume of data. But I think what will aid this far more than the share volume, I suppose is integration in the buy side community.

Personally, I come from a background where at Bloomberg, I've worked with as you can probably tell, I'm from London and I've worked with a large, a very long list of buy side firms and have done for many years and help them as much in understanding the data as integrating into their research processes, getting more people to understand the content better, helps to see the signal through the noise.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

So what happens if you're integrating a piece of crap data into your analysis or what happens there?

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Well, excuse me, that's POC.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

All data can have a signal, even bad data. The worst analyst in the world, if they get it wrong 100% of the time, I'd sell everything that they told me to buy.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

And I've managed – I have many analysts that have that. But I really do, I think we have to be really careful with building systematic errors into our analysis. It's really dangerous. And this is I run a firm where all about impact investing that's what we do. And I have to say that. There is right now because impacting sustainable investing is in row. And by the way, one day it will just be called good investing.

But when you take a bad piece of information and count on it, it really is a problem. I noticed that [indiscernible] (5:55). I think I heard a story that in the data that we looked at has – had a really concerning number when it came to spills, right. That's a really serious thing that as an investor. I'm like I'm going to throw that out of there. I'm going to put that rating into my systems and it turned out I think that all the spills, we're at the pump because consumers were pumping and dripping a little more.

And so that's an easy fix. That doesn't damn everything has its doing from the standpoint of sustainability. I'm sure we can find other things that would do that. But I'm going to give you another example. Let's say a large investment firm or a large investment bank has all the analysts making all their forecasts and they are using the firm's own foreign exchange assumptions. But

let's say because we know that historically foreign exchange forecasts are incredibly hard to do. So let's say they're using those numbers as opposed to kind of public FOREX curve numbers, that that wrong data is making every forecast for every company in every industry and every region wrong more often than not. So I just – I'm really a skeptic about that data.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

So what's the fix for that and what is the role of standards in that arena?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

That's the standards is where it's at. You don't get innovation without standards. So that's why the work with the SASB, which is playing off the work at a GRI, this is so critical. It takes a really long time. So overreliance on current data is problematic, but it standards is where it's at. It's a piece of infrastructure for the capital markets.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

Yeah, I wholeheartedly agree. I think that one of the big areas where, again, Bloomberg does this, but all of the types of datas that we collect. We capture thousands and thousands of data points on companies and bonds and all securities around the world. For companies, if it weren't for accounting standards that we could follow a standardized income statement, balance sheets and cash flows would not be possible. It wouldn't be simple for an analyst, whether they're a sell side research firm out there making investment decisions of the back of it, it wouldn't be possible for them to make those decisions.

So I think the work at SASB and GRI before as you say to define these things is crucial. There are suggestions about mandating this into SEC filings in the future but – and perhaps incorporating auditing of that data, but that's perhaps a some time off I think and will increase the burden even further on companies. But I think that this is a really good starting point and it's going to be an evolution, because the standards aren't officially 100% set, right. We're still waiting for that report and I think I saw Jeff was over there that he is conveniently not seeing that. But I know that SASB at last week it was the PRI in person in San Francisco and it was also the Global Climate Action Summit where a whole host of different, crucial and critical decisions were made.

So California making a variety of different decisions about implementing zero – net zero emissions, regulations and so on. Those at that venue, SASB came up time and time and time again. And I think this is absolutely crucial. We start to follow it and we said, okay, we've got a starting point here. We can work through and we can start to build this into our models and then we see where we go next. Is this data accurately captured? Is this data being consistently reported? Is this data giving me the right answer? And is it leading to market beating returns or what happened?

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

What do you make of the critique of SASB and some of these other initiatives that corporate uptake isn't where it is in line with expectations. Is that a predictable surprise?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

I actually think it is a predictable surprise. And the issue is we have to find a place where a company is reporting what they believe is material to the financial outcomes. But we also want them reporting related to their own kind of values and priorities, and this is a governance issue. This has to have involvement of the Board of Directors, right, because we also have to find a way to make it not desperately complex. So, companies need to find a way to kind of balance. Do they want kind of macro meta indicators of corporate sustainability? Or do they want more specific kind of granular measures?

And again, to me what they express, what they disclose is a real reflection of the priorities. And the trial analysis, it's the investor that decides, okay, what are my values? What are companies doing that are aligned with my values? So, I think companies need to very, very carefully consider this and I also think there needs to be care and maybe we're going to talk about the extent to which there's been a slow progression of corporate disclosure and sustainable and impact investing.

I think it really is a matter of taking the time. The time to be thoughtful and prioritize what should be disclosed. And so I guess I don't think it's that surprising. Standards take a lot of time. I would say that I think it was about 30 years ago that we started talking about digital communications over phones and private branch exchanges. I used to sell PBXs for IBM. And to create standards for digital communication, we're talking about decades, right? So, I don't think it is a surprise.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I'd agree. I think the materiality is going to help to give you a priority list of what to provide for investors. If you're not already aware of that what your investors really care about. I think that as well, there has been much in the same way from the investor perspective, there's a school fatigue, there's a burden on individual investors to decide which of school providers to go with which ratings provided to believe.

There's also an added burden on the companies to have to answer all of the different surveys that come through. So there's a prioritization as it already a cost that comes with being ESG friendly, so to speak though. As standards come into place that and as processes evolve, I think that will reduce some burden such that there can be more thought about what you want to provide and how frequently you want to provide it and how consistent.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

But here's the cool part. The corporate sector is ahead of the investment sector in terms of using the data, which is way ahead of the public sector in terms of progress. So it's the companies, it's the capital markets that are going to drive progress. And hopefully it's just a fight to the top in terms of quality.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

I like that fight to the top piece of it. Erika, you have many years experience both now at Cornerstone and also at UBS, running research teams doing fundamental analysis and Morgan, you've been looking at data for awhile and helping clients through the process of integration. What keeps you up at night and what keeps you – what are you most hopeful about and why?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

So I'll have to go hopeful, I'll go worried and hopeful. So, actually let me go with the worried. The economist John Maynard Keynes by the way, I love capitalism, not withstanding its flaws. But Keynes said, the capitalism is the system whereby the most wickedest of men will do the most wickedest of things to the benefit of everyone. So, that really worries me. To make sure that doesn't happen, we do need a different kind of capitalism. We need transparency, we need a regenerative form of capitalism kind of the circular economy thinking and we need inclusion, right?

So, what I'm worried about is really a system that's run amuck and the loss of trust in some basic institutions, which is certainly understandable. But what I am optimistic about is that, well, I'll find some – I'm just kidding. What I am optimistic about is, we do have the answers, all right? We have the technologies, we have the data, we have the capital, the question of whether or not we're going to make progress, is if we have the force of will and the leadership. And on both those counts, honestly the jury is still out.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

Yes. I think that, I'll go worry and then hope as well. I think it's always nice to end on a positive note. But I do and I think often from a more technical perspective about how people will be integrating this into processes because without everything being replicable and reproducible in an research process, I think it's always going to be challenging for people. For examples, in corporate the quantitative aspect of impact investing, sometimes they don't come with a financial return and that scares off traditional investors.

How did they show to their clients that they've been able to not just deliver them financial returns, but they've been able to deliver social returns in some manner that sits nicely along the lines of the rest of their portfolios? I think that's a difficult hole that we've not yet had have been able to overcome.

And I'd like to see something that works in that direction. I don't know necessarily whether the sustainable development goals will help in some manner to align some of the different pieces

there. I think this is still in that respect, the jury is still on the SDGs and how well we'll manage to integrate and map to those. But again, it's in its infancy and I would have some hope on that front.

I think where I am more hopeful, I've seen the cycles, I've been at Bloomberg for over 10 years working through these different pieces and I've seen the initiation of first corporate sustainability program through to where we are today with Mike sponsoring through his philanthropic enterprises all sorts of different causes within sustainability and environmental causes.

I've seen ESG be a theme before SRI in the old days and moving through, yes, it's in vogue, then it's out of fashion. Yes, it's in vogue, then it's out of fashion. I think this time it's different. I hate to use that phrase, but there is both top down pressure from regulation and bottom up investor demand that's changing the way that it’s working. I think with a framework like SASB, with TCFD onboard as well. I think all of the pieces are there. And Erika, you are right, it's will, will people do it, will people get involved? And I think they don't really have a choice anymore.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

I think we're getting there, where they don't have a choice, but they still do actually. And here's what's scary and this – another thing that keeps me up at night. So if impacting sustainable investing, was coming along in whatever other terms you want to use for it, we're in the midst of seeing an explosion of investible product. And I would argue that a lot of that investible product, just like a lot of corporate disclosure is maybe not doing it right.

In fact, if you miss pieces, correlation, whatever you want to call it, if you put something out there as marketing, if you put a gender fund out there because they count the number of women on boards. If you put an SRI fund out there that can justify owning ExxonMobil, which by the way there's a lot of that. Then we're in dangerous time. So, selecting the managers in the companies that are really deeply committed to doing it right, whether your values are the same or not, transparency is where it's at.

But this is actually a really dangerous time and this is why we spend so much time to really analyze, which asset managers are doing it right. I have to give like a shout out to Wellington. This is an example of a firm that people wouldn't run to and say, this is a sustainability firm. Some of the work that they put out there, some of the funds that they put out there, I don't care what they call them, they are impact funds, they are thinking about what's making a difference in the world going forward.

And so I – I built my company to carry the bag for firms like that and we have to pick our spots very carefully. So, it's a dangerous time and assuming we pick our spots carefully, then the data that George comes up with, and the analysis that Bob Eccles have done that show empirically at least you don't give up anything by analyzing ESG. If we are careful in picking our managers and our stocks, then we're going to have a lot to work with.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

Yes I understand.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

CECP has over 200 CEOs involved in our network. You've seen over 30 CEOs willing to step up and give their long-term plans for sustainable value creation that integrates sustainability. So we've seen and you've heard from George that this has an economic significance in early stages. What is the call to action for CEOs? How should they think through this? They're sitting there, they didn't go to business school learning this. They have different metrics that they evaluate. What do CEOs need to do to really increase the velocity of the change that both of you are talking about?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I think it's about being proactive in a lot of cases with regards to the corporate culture around sustainability. I think there are a lot of really good examples. I was – I have to say, I just left, Mike obviously is driving a lot of these things internally at Bloomberg, we actually, even as a private company are very, very transparent in what we disclosed. We don't have obviously invested in the same way as a publicly traded company would. But we are trying to lead the way and show how it can be done even as a private firm.

Similarly, I think, I was very impressed when Paul Polman of Unilever, I know he's a sustainability superstar anyway, so I shouldn't be surprised. But his speech at the PRI-in-Person last week was so impassioned. It was really spot on. I think he is a great example of someone who is driving a change in the culture that flows all the way down the organization. That means that everyone takes within their own areas accountability and ownership of the sustainability problem.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

The one thing I would add and I agree with all that. I really do think it starts with the Board of Directors. And so when Emma at GSK, her comments were so consistent. Every time we asked her kind of the same question in a different way, which is, how you do, good questioning. But there was a real high level of consistency. What we do need to hear is at the Board level aligning the financial outcomes, the strategy, the discussions of capital allocation, culture those are things that, I think, really need to be attended too.

And so when Bob Eccles talks about a culture of innovation that goes to trust, there's one thing you have to talk about is trust. So when we look for a CEO to articulate the culture in the context of trust, in the context of innovation, Bloomberg is a perfect example. They run around trying to disrupt themselves from inside, I think, that's great. And that's where we get innovation and that's where you get change and progress.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

My 14-year-old is my disruptive technology in any case. So what is the – when we first asked people to raise their hand, we heard about – saw about half the people in the room and we're kind of here many times and true believers. And half are probably here wondering what are we talking about in terms of the financially significance of climate change, ESG information? So what would you say to convince them that now is the time to really accelerate the integration of this information? And what are they to do? Did they go to – what would be the first step that Cornerstone would kind of advise them to do if you feel stuck?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

I just want to make sure I understand the question. So if the company feels stuck about…

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

I meant the investor, I'm sorry.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

The investor feels stuck about how to get to the issues, okay. Again, you go back to – by the way, in E, and S and G to us, governance by far is the first among equals. So if you are doing governance right then you are looking at environmental and social issues. And if you're not looking at those issues, you are doing governance wrong, it's total logical. So I think you start with issues of governance. And then you start to look at – I'm going to use an example literally from this warning.

So let's talk about trust and consistency. Sorry to do this. Is Wells Fargo in the room, anywhere? Okay. I'm watching TV this morning as I'm getting dressed, and there's a new Wells Fargo commercial, which is actually a really nice commercial. And the problem is I don't remember what it was for visually it was nice. But in the scene where the client is, or the perspective client is going to do some business or some service with the firm service center or whatever and looked really good.

The person that was helping, the service agent, or banker that was helping, in a wheelchair wheeled up to the desk to do the transaction. And if it were any other firm, or a different firm, I might not have even noticed that or I might have said, okay, good, we're showing more diversity in energy. But because it was Wells Fargo my first thought was, okay, are they putting that person in that ad to kind of show to me that they're progressing in terms of governance, and diversity, and inclusion? And so, I guess, because the contract, the social contract has been damaged so badly, I became, I was very cynical. And to that end, I don't know what the commercial is for. I was distracted.

And so I mean, I know it sounds odd, but that's the reality. When we're analyzing a company, or an industry, or an asset manager, I don't want to be distracted from what the most material issues are. And so when a company is going to disclose stuff, what is disclosed matters because, I think,

in another one of George's studies, he talked about companies that disclose frankly irrelevant data, or the wrong data. And to me, that looks like a distraction. And George's conclusion in this particular study was that companies that disclose relevant information actually underperformed in the stock market over the long-term. That is one interesting study. So I know that's a small story, but it matters, focus matters, trust obviously matters, disclosure matter, consistency matters. Don't tell me you're totally focused on dealing with climate change when you're lobbying all over Washington to pump more oil, like, let's get some consistency.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

You want to add onto that or no.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I think, I'd agree. I know.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

You agree.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

Yeah.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

That’s very good.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I can’t be that…

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Well, we can open it up for questions now, Amy?

Q&A

<Q>: [Indiscernible] (0:28:02).

<A>: Here we go.

<Q>: So if standards are the key and they're the key to innovation, do we need 556 of them? There is 556 standards in CSRHub that they aggregate to then create more scores from those scores. And we talk a lot about survey fatigue, and now I heard the term score fatigue. Do we need to standardize the standards? What value is there to all of us doing things separately rather than collaborating and have one?

<A – Erika Karp>: Can you take that one?

<A – Morgan Williams>: Sure. I think thus far with everyone has been taking a crack at it, so to speak. And all of the pieces, now we've got enough critical mass behind one major body, which is SASB and they are thinking to push this to make it more internationally acceptable. I think that from a reporting standards perspective, this is the evolution of it, as I said. I think once that starts to pick up a critical mass in the actual reporting from companies, so when companies start to follow and start to disclose along those lines, it will help. Now it is more granular and more complex, when you start to look each individual industry and you understand they have to report things slightly differently. It adds some burden to the analyst side of things.

But I think it should win out over time. I think those other legacy standards for one of the better phrase will start to fall by the wayside. I think that similarly, if we look at it as a comparison credit ratings, there are relatively few credit rating agencies that are actually mainstream today. I don't really want to completely use it as an example for obvious reasons, but we'll find that as time goes on, the best will survive. And it will – they will be selected by the investment community.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

And there's an issue here that adds to the complexity. First of all, I think there need to be fewer. I think its way too complex. So that's where I sit on it. One of the things that's an issue is, are we putting out – are we collecting data and ratings that are associated with all stakeholders. All right, they were involved in the corporate world or are we putting out data and ratings and standards associated with just the investors and just the companies. And there's no answer as to what that should be.

I mean, when we founded SASB, is about investors and the companies. And so some people would argue that, that's watered down corporate sustainability. Some people would say that, that's actually what we need to do if this is going to be manageable at all. Some people think that we should include some kind of basic value judgments in the data that we asked for. Some people want pure pragmatism and enhanced analytics.

So there's no absolute, it's just like the materiality. One person's materiality isn't actually the same as the next person's. And if we take Supreme Court, that materiality relates to information as part of the mosaic of making an investment. Who's mosaic, when does it matter, when does it not? And so what we have to think about, and here's where I go with this. Any single piece of ESG data is the starting point for inquiry period. All right, then you have to go further. But to rely on any single piece of data and certainly, not ratings, we might not even know what the

underlying data is. You just can't rely on that. So fundamentally, the answer, of course, is it depends. So is it dependent?

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

When I look at the ratings field, I'm thinking of a phrase, there's good cholesterol and there's bad cholesterol. The problem is we don't know which is which. And there's way too much complexity out there. So I'm going to turn to a question now online. The burdens of ESG transparency have been born almost exclusively by companies. How can investors better demonstrate their commitment to ESG?

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

I love this one. You want take a chime on?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

Go ahead, Erika.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Okay. So investors, let's talk about sustainable investing or impact investing, double bottom line, triple – values based, whatever you want to call it. The word these days, I think sustainable investing is the most inclusive but impact investing is what we use these days. And impact investing means intentionality, you are purposely trying to do something or you have some impact. Measurability, you're purposely trying to know what impact you've had. And in the center there some people throw in additionality, but for your investment, this thing would have not happened or but for this company.

So impact investing is kind of what people are using these days and a little continuum that people use with impact investing is that you have an input and then you have output and then you have outcome and then you have impact, right. And this moves up the continuum of how you're saving the world.

And so one thing that I can – that I believe that investors should do is start to really focus on the intentionality part, but also what exactly are you measuring when we think about the SDGs. So these 17 wonderful aspirations, number 16, being about world peace, every time, I talk about I feel like Miss America, but if we think about great, great capital – capital market, we actually can get closer to world peace, it's real. But what are you measuring, really. And so there's a zillion measurement systems and frameworks coming out about these.

So what I would tell you and what Cornerstone thinks about is access, right. We talk about access to capital and by the way that everyone knows that less than 2% of all venture capital goes to women. And imagine what that number is for African-American women, Hispanic women, gay women, right. So access to capital, access to education, access to energy, access to water,

access to infrastructure, affordable power, broadband access, if you have a company that is doing something to enhance the world, access to the stuff that we need, you're looking forward, right.

That's something that investors should care about and should demand. And in terms of the actual investments that we demand, like I know places that you might want to put some money because they get that forward looking, have an impact demand. And that's where you get both the financial and the societal return.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Do you have something to add?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I think that as a – I think that's a fair question. I think I've been following about best practices would be a fairly good topic to move onto.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

What are the best practices for public companies to share ESG information, long-term strategy through quarterly calls, analyst days, other vehicles like this?

<<Morgan Williams, Product Manager at Bloomberg LP.>>

So this very much, I think I have to plug, putting that here quite clearly. But I think the engagement is extremely important. So not just reporting, but – again we've hired several keywords come up, consistency being one of them, transparency being another, I think consistency and transparency, absolutely key, reporting this information in a timely, clear manner and that can be expected and anticipated, will help data providers such as Bloomberg, gather and make this – gather and make it available to everyone globally or at least the 350,000 subscribers that we have on the terminal and on people who consume the content that's created on the back of that.

I think that providing more information in quarterly calls is great, but as we've also heard in our other talks so far, it's not about short-term, it's about the long-term. But there need to be updates, there need to be thoughts and considerations on the topics that are material to the business and also where the long-term vision is. I think that's absolutely key.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Okay. I got to say something.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Call to action.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Call to action is transparency and disclosure. That's the biggest call to action. I got to tell you this. So when Mark made his comments this morning about what Ben Franklin said, about people paying too much for things, I actually got a little goosebumps and I'll tell you why. I carry all the time in my bag an 1886 Morgan Silver Dollar. This was the best trade I ever did and I was eight years old.

<<Morgan Williams, Product Manager at Bloomberg LP.>>

I'll give you a whistle for it.

<<Erika Karp, Founder and Chief Executive Officer, Cornerstone Capital Inc.>>

Can I tell you something? No way, but the point is, I'm selling my toys instead of lemonade in my driveway and Randi Waltuck, if you're out there, he wanted my little blue toy pocketknife and he kept showing me stuff, emptying out his pockets and his marbles and his whatever he had. And I was like, no, no, no. It runs down the block to his father's like vault or something, and he comes back with an 1886 Morgan Silver Dollar. And a best trade ever, I was eight years old.

Second best trade ever was that, I studied economics as an undergrad. And so when you study economics, you have a framework for everything, and finance is a wonderful tool, but it is just that, it's a tool. ESG investing, there's no such thing. ESG analysis, that's something. And you can use that to do sustainable and impact investing. Should I give him my silver dollar? No.

<<Mark Tulay, Director, Strategic Investor Initiative, Committee Encouraging Corporate Philanthropy>>

Well, with that this presentation has been great and I want to thank Morgan and I want to thank Erika for their, not just the presentation here, but for their leadership in this space.