

Human Capital Reporting

What do investors value?

THE

INVESTMENT

ASSOCIATION

Friday, 20 November 2015

8:00am - 11:00am

London Stock Exchange

#talentmatters

WELCOME

Many companies say that their people are their most valuable asset – and they invest significantly in that talent – but there is no established framework for reporting on human capital, making it difficult in turn for investors to assess this vital aspect of a company's future prospects.

This short seminar will explore possible frameworks and a number of companies will present their perspectives on the issue. There has been much talk about the value of human capital: the aim of the morning is to turn ideas into actions.

Thank-you for joining us.

A handwritten signature in blue ink that reads "Helena Morrissey". The script is fluid and cursive, with the first name and last name clearly distinguishable.

Helena Morrissey CBE
Chair, The Investment Association

AGENDA

8.00 – 8.30 **Registration and breakfast**

8.30 – 8.35 **Introduction and purpose of the event**

- **Helena Morrissey CBE** – Chair, The Investment Association and CEO, Newton Investment Management
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8.35 – 8.55 **The academic view**

- **Alex Edmans** – Professor of Finance, London Business School
Does the Stock Market fully value intangibles?
-

8.55 – 9.10 **The PLSA view of Human Capital Reporting**

- **Joanne Segars** – Chief Executive, Pensions and Lifetime Savings Association
Where is the workforce in corporate reporting?
-

9.10 – 9.50 **Human Capital Reporting –
What is valuable to investors?**

PANEL DISCUSSION

- **Joanne Segars OBE** – Chief Executive, Pensions and Lifetime Savings Association
- **Stuart Woollard** – Managing Partner, Maturity Institute
- **Julia Dawson** – Managing Director, Investment Banking, Credit Suisse
- **Lucy Macdonald** – Chief Investment Officer Global Equities, Allianz Global Investors
- **Tony Manwaring** – Executive Director of External Affairs, CIMA, and Programme Director of the CIPD's 'Valuing your Talent' programme

PANEL CHAIR

- **Ian McVeigh** – Head of Corporate Governance, Jupiter Asset Management

9.50 – 10.35 The Company Perspective of Human Capital Reporting

PANEL DISCUSSION

- **SSE:** John Stewart – Human Resources Director
- **M&S:** Vindi Banga – Senior Independent Director
- **John Lewis:** Peter Meyler – Personnel Insight Manager
- **Atlas Copco:** Jeanette Livijn – Senior Vice President Human Resources and Organisational Development
- **Jupiter:** Philip Johnson – Chief Financial Officer

PANEL CHAIR

- Gillian Karran-Cumberlege – Founding Partner, Fidelio Partners

10.35 – 10.55 Human Capital Reporting – Why now? What is different this time? Next Steps?

CONVERSATION

- **Baroness Kingsmill CBE** – Author of the Kingsmill Review of Women's Pay and Employment, 2001
- **Edward Bonham Carter** – Vice Chairman, Jupiter Fund Management plc

MODERATOR

- Helena Morrissey

10.55 – 11.00 Closing and thanks

Guy Sears – Interim Chief Executive, The Investment Association

SPEAKERS



Helena Morrissey CBE

Helena joined Newton in 1994 as a fixed income fund manager and was appointed CEO in 2001. Newton manages around £50bn for pension funds, charities and through funds available to individual investors.

In 2010, Helena founded the 30% Club, a cross-business initiative aimed at achieving 30% women on UK corporate boards by 2015 through voluntary, business-led change. This has now become an international approach, with 30% Clubs in the US, Hong Kong, Ireland, East and Southern Africa, Australia and Malaysia. She also chairs Opportunity Now, Business in the Community's gender diversity campaign.

In June 2014 Helena was appointed Chair of The Investment Association, the UK's industry trade body whose members manage £5trn. Recently, Helena joined the Financial Services Trade and Investment Board (FSTIB).

Helena has recently been named one of Fortune Magazine's World's 50 Greatest Leaders. In both 2013 and 2014, Helena was voted one of the 50 Most Influential People in Finance by Bloomberg Markets Magazine. She is a Fellow of the Society of Investment Professionals, a Fellow of the London Business School and was appointed CBE in the 2012 New Year's Honours list.

A Cambridge philosophy graduate, she began her career as a global bond analyst with Schroders in New York.



Alex Edmans

Alex Edmans is Professor of Finance at London Business School. He was educated at Oxford (BA) and MIT (PhD, Fulbright Scholar) and worked for Morgan Stanley in investment banking (London) and fixed income sales and trading (New York).

Alex started as a professor at Wharton, where he won 14 teaching awards in six years and was granted tenure. He won the LBS MBA Class of 2016 Teaching Award for the highest-rated professor school-wide.

Alex's research interests are in corporate finance (corporate governance, executive compensation, mergers and acquisitions), behavioural finance, and corporate social responsibility. He has won the Moskowitz Prize for Socially Responsible Investing and the FIR-PRI Prize for Finance and Sustainability. His research has presented to the Bank of England, Federal Reserve, Goldman Sachs, IMF, McKinsey, Morgan Stanley, and SEC; covered by the Wall Street Journal, Financial Times, New York Times, The Economist, and The Times; and interviewed by Bloomberg, BBC, CNBC, CNN, ESPN, Fox, ITV, NPR, Reuters, Sky News, and Sky Sports. He is a Wall Street Journal 'Expert', co-led a session on behavioural economics at the 2014 World Economic Forum in Davos, and gave a TEDx talk on the "Social Responsibility of Business" at <http://bit.ly/csrtedx> Twitter: @aedmans.



Joanne Segars OBE

Joanne became the Chief Executive of the Pensions and Lifetime Savings Association in October 2006 having joined the organisation in 2005 as Director of Policy.

Before joining the association she was Head of Pensions and Savings at the Association of British Insurers from 2001 to 2005. Joanne held the pensions brief at the Trades Union Congress for 13 years and started her career in pensions as a researcher and journalist for Incomes Data Services.

Joanne has a degree in economics from John Moores University, Liverpool, and a Master of Arts degree in industrial relations from the University of Warwick.

Joanne is a founding governor of the Pensions Policy Institute and sits on its Council. She is also a Director of TUC Stakeholder Trustees Ltd. From 1996 to 2003 Joanne was a member of the board of OPRA.

Joanne was awarded an OBE for services to the pensions industry in the 2003 Queen's Birthday Honours.



Stuart Woollard

Stuart Woollard is Managing Partner of Organizational Maturity Services LLP and is a co-founder and member of the Maturity Institute Council, a global not-for profit body dedicated to achieving maximum business and societal value through effective human governance.

Stuart's pioneering work in developing the groundbreaking human capital management index: Global OMI (www.omiservices.org) and its human capital corporate reporting template, is helping the investment community to integrate corporate human capital management capability with company valuation and investment decision-making.

Stuart has published research on human capital management in international mergers and acquisitions and on HCM in a global context. He was appointed as an Innovation Fellow at King's College London in 2010. Stuart was previously Director of King's and Cornell University's executive program on global HCM, was part of the international leadership team at E*TRADE Financial and UK MD, and led advisory businesses, both independently and at Arthur Andersen.

Stuart studied Economics and Politics at the University of Warwick.

SPEAKERS



Julia Dawson

Julia Dawson is a Managing Director of Credit Suisse in the Equities division, based in London. She is responsible for Environmental, Social and Governance (ESG) and Thematic research.

Ms. Dawson joined Credit Suisse in April 2014 through the Real Returns program. Previously, she was Head of International Equity Sales at Alfa Bank (Russia) between 2008 and 2010. Prior to that, she worked at Deutsche Bank for six years where she was a Managing Director and Head of Emerging European equity sales. She began her career at Barings Securities in equity research and was Head of Russian Research from 1994 to 1999.

Ms. Dawson holds a BSc (Econ) degree in Economics and Russian Studies from the London School of Economics and an MBA from INSEAD.



Lucy Macdonald

Lucy is CIO Global Equities for AllianzGI. She joined to head up the Global Equity Fund Management team in 2001. This team is responsible for global mandates from clients around the world, including Global Sustainability and Global Unconstrained portfolios, with currently over £4bn of assets under management. She was instrumental in launching the Global High Alpha product in 2003, now representing over £3bn of global equity assets, which she also manages. Lucy is a member of the AllianzGI Global Policy Council, which is responsible for setting company-wide macro-economic and strategic policy.

Prior to AllianzGI, Lucy spent 16 years, latterly as a Director and Senior Portfolio Manager, at Baring Asset Management managing High Alpha funds. Lucy graduated from Bristol University in 1984, and is an Associate of the Society of Investment Professionals (ASIP). She was made a Managing Director of AllianzGI in December 2007.



Tony Manwaring

Tony oversees the CIMA External Affairs directorate, leading on global communications, public policy and advocacy programmes. This includes responsibility for building and sustaining key relationships with stakeholder groups and working with governments, employers, members and partners to promote the best interests of CIMA and the CGMA community. He is also programme director for Valuing your Talent, a research and engagement programme CIMA is conducting alongside several partners including the CIPD, CMI and UKCES.

Most recently, Tony was Chief Executive at Tomorrow's Company, a global think tank, where he worked in partnership with CIMA on a number of programmes, including the Tomorrow's Value lecture series and joint initiatives on corporate governance and reporting.

Prior to this, he served as Chief Executive of the charity Scope. He has also provided advisory support to the Lord Mayor of the City of London, leading the Restoring Trust in the City and the City Values Forum initiatives and helping to deliver the Tomorrow's City programme.

Tony has a degree in economics from the University of Cambridge.



Ian McVeigh

Ian McVeigh joined the City in 1979 and never ceases to be amazed that the insular, incredibly amateurish City of that time is held up as an exemplar compared with the City of today.

He worked in broking until 1998, mostly with UBS Phillips and Drew. After that he joined Schroder Investment management running the Schroder income fund and from 2003 to 2015 moved to run the top- decile performing Jupiter UK Growth Fund.

In May of this year he took on the role of 'Head of Governance' at Jupiter reflecting a long involvement with governance matters and his belief that good governance is critical to investment performance. Ian writes regularly in the Sunday Telegraph on governance topics.

SPEAKERS



John Stewart

John is the Director of HR for SSE and reports to the CEO, Alistair Phillips-Davies.

John has worked in a broad range of senior management roles in both the UK and in the US.

He is passionate about people development and actively promotes the development of young people through SSE's talent pipeline programmes and through his membership of the Developing Young People National Board in Scotland. John is also committed to SSE being a Responsible Employer through adoption of the Living Wage Programme and through the publishing of SSE's ground-breaking 'human capital' report. John views the Human Capital Report as a positive means to engage around the economic benefits that can be generated by employing and developing young people into sustainable employment.



Vindi Banga

Mr. Banga joined the London office of US private equity firm, Clayton, Dubilier & Rice (CD&R) in 2010 after a 33-year career at Unilever. He is currently the Chairman of Mauser Group GmbH, a CD&R acquisition.

He is the former President, Foods, Home and Personal Care and member of the Unilever plc Executive Board. He led the creation of a One Unilever Global Foods, Home & Personal Care Global Category Organization, responsible for innovation and marketing mix development across 170 countries for all 270 Unilever brands, and he was responsible for Unilever's sustainability agenda.

Previously, Mr. Banga served as President, Home and Personal Care Asia and as Chairman and Managing Director of Hindustan Unilever Ltd, Unilever's operating company in India. He served on the Prime Minister of India's Council of Trade & Industry from 2004 to 2014. He is the Senior Independent Director at Marks and Spencer plc; a Non-Executive Director on the Board of the Thomson Reuters Corporation and a Non-Executive Director on the board of GlaxoSmithKline plc. Mr. Banga holds a B.Tech. in Mechanical Engineering from the Indian Institute of Technology and an MBA from the Indian Institute of Management.



Peter Meyler

Peter has worked for the John Lewis Partnership for five years and is responsible for its HR metrics and insight (both internal and external) to shape employment proposition and policy development and measure impact, effectiveness and progress from an assurance perspective. He also led the development of the first pan Partnership Partner (employee) plan. Until recently he was also the Partnership's lead on Diversity & Inclusion and was responsible for developing the Partnership's D&I strategy, policy and activity programmes and implementing an e-learning programme for all Partners and unconscious bias training for managers. Peter was also responsible for the development of the Partnership's ethnic minority management goal.

Prior to joining the Partnership Peter had been Head of Employee Research at Ipsos MORI (eight years) and ORC International (three years) providing research and consultancy services to help blue chip clients such as British Airways, BBC and McDonald's to measure, understand and improve the employer/employee relationship and organisational & business performance. This work focused on a wide range of subjects such as employee engagement, employer branding, empowerment, values and behaviours, leadership development, internal communication, on-boarding and exiting, employee well being, diversity and bullying and harassment.



Jeanette Livijn

Jeanette has a MSc in Business Administration from Växjö högskola. She started to work for Atlas Copco in the field of financial and business controlling in 1987 and held various positions in this function.

Since 1997 Jeanette has held managerial positions within human resource management. Before she took up this present position she was Vice President Human Resources for the Industrial Technique business area.

SPEAKERS



Philip Johnson

Philip Johnson joined Jupiter as Chief Financial Officer in October 2009.

Philip started his career at Coopers & Lybrand, where he qualified as a chartered accountant. He left in 1996 to work in Prudential Plc's group head office before transferring to M&G in 2000. He spent eight years at M&G, with the last five as Group Finance Director, after which he joined Marshall Wace LLP as Finance Director in 2008. He then joined Jupiter as Chief Financial Officer in October 2009.

With over 20 years in the financial services industry, Philip has significant UK financial and reporting experience. He is responsible for finance, treasury, information technology, compliance, risk and investor relations.



Gillian Karran-Cumberlege

Gillian Karran-Cumberlege is the co-founder of Fidelio Partners, the Board Development and Executive Search consultancy focusing on senior roles critical for shareholders and stakeholders. Gillian heads Fidelio's Board practice supporting Chairmen and CEOs to build effective Boards through Search and Development. Gillian is a keen advocate of increasing Board diversity and Fidelio's 'A Seat at the Table' Programme, which develops tomorrow's female CEOs and Chairmen, has met with acclaim.

Gillian is an Independent Board Member of Jaguar Land Rover India; a Member of the Harvard Business School Alumni Board and a Board Member of the German British Forum. Gillian also belongs to the German- British Chamber of Industry and Commerce and is a fluent German speaker.

Prior to Fidelio Gillian held a number of senior roles including: Partner, Brunswick (2007 – 2009); Global Head of Investor Relations, Volkswagen AG (2000 – 2007) where she was the most senior female executive globally; and Group Head of Investor Relations, UBS (1998- 2000). Gillian started her career in Banking Supervision with the Bank of England.

Gillian has an MA in History from Trinity Hall, Cambridge, and attended the Harvard General Management Programme.



Baroness Kingsmill CBE

Baroness Kingsmill is a member of the House of Lords, whose career has encompassed periods as a leading lawyer, Deputy Chair of the Competition Commission and as a non-executive director of public, private, charitable, arts and UK government boards.

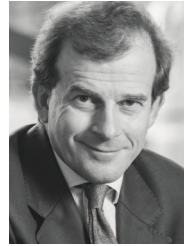
After an early career in the textile and fashion industry Baroness Kingsmill became one of London's leading lawyers handling disputes for some of the UK's leading FTSE companies.

Baroness Kingsmill was appointed as Deputy Chair to the Competition Commission, the UK's anti-trust regulator. She chaired more than 20 major investigations into monopolies and mergers in fields as diverse as banking, underwriting, car pricing, milk, energy supply and cruise liners.

Baroness Kingsmill has headed two Government enquiries: one into women's pay and employment and the other into the manner in which companies manage their Human Capital.

Currently, Baroness Kingsmill is a member of the supervisory board of E.ON SE, a non-executive director of International Airlines Group SA and a non-executive director of Telecom Italia. She is a member of the International Advisory Board of the Spanish business school, IESE.

She speaks on a wide range of business and political issues. She holds a number of honorary degrees in Law and Business and was awarded the CBE for services to Employment Law and Competition in 2000.



Edward Bonham Carter

Edward became Vice Chairman of Jupiter Fund Management plc in March 2014, having been Chief Executive Officer of the Company since June 2007. During his time as CEO, Edward steered the Company through an MBO in 2007 and its successful IPO in June 2010.

Edward joined Jupiter in 1994 as a UK fund manager, running the Jupiter UK Growth Fund to 31 December 2000 and Jupiter Undervalued Assets Fund from 1 January 2001 to 31 March 2009. Edward was appointed Chief Investment Officer in 1999 and Joint Group Chief Executive of Jupiter Investment Management Group Limited in May 2000. He relinquished his role as Chief Investment Officer in February 2010.

Edward is non-executive director and a member of the Remuneration Committee of Land Securities Group plc. Edward is a member of the Investment Committee of the Esmée Fairbairn Foundation, and is a Trustee of the Orchestra of the Age of Enlightenment Trust. Edward is also a member of the board of the Investor Forum, which is affiliated with the Investment Association.

Edward has a degree in Economics and Politics from Manchester University. He started his career at Schroders (1982-1986) and spent eight years at Electra Investment Trust before joining Jupiter. He has over 30 years' experience in the investment market and has extensive knowledge of the fund management business.

SPEAKERS



Guy Sears

Guy Sears is the interim CEO of The Investment Association, the trade association of the UK's £5.5 trillion investment management industry. He previously led the IA's policy teams which cover the regulation of funds and managers, and most of their engagement in the retail and institutional markets and on the capital markets.

Mr Sears is also Chair of the UK's Joint Money Laundering Steering Group and a member of the LIBOR Oversight Committee.

Prior to joining The Investment Association, he served as Deputy Chief Executive of APCIMS; and was on the Board of a credit union; and served as an Executive Director of a commodity derivative market maker on the London Metal Exchange; as Consultant to the Jersey Financial Services Commission; as Head of Market Conduct and Market Infrastructure at the UK's FSA; and as Solicitor on the Record for the Securities and Investments Board.

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