

Boards Sustainability, ESG & Climate Governance Dynamic Briefing

Generated 27 January 2022 for Digoshen & Boards Impact Forum

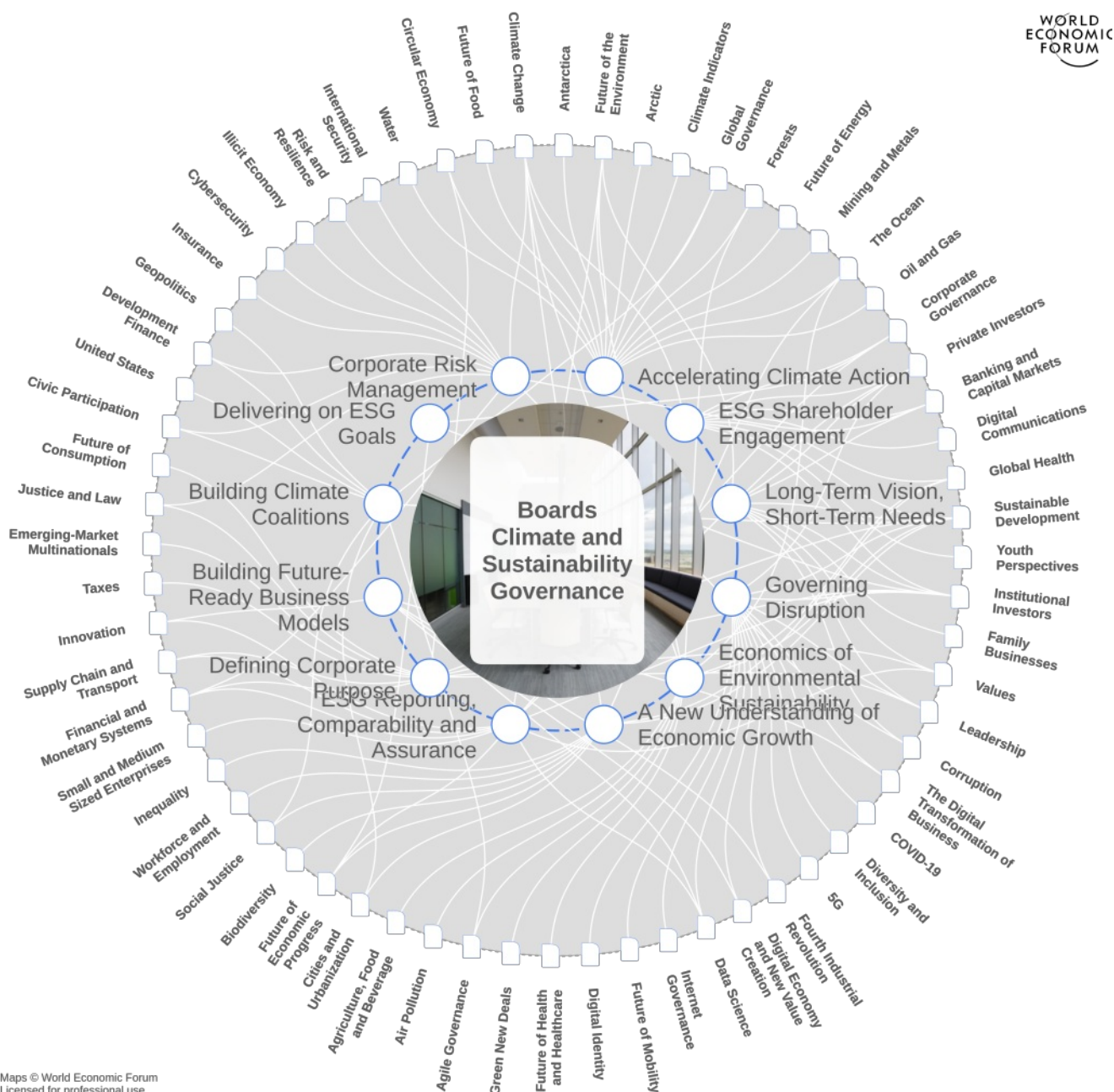


Boards Sustainability, ESG & Climate Governance

Last review on Thu 27 January 2022

About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via intelligence.weforum.org), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum's benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



Executive summary

Boards Sustainability, ESG & Climate Governance

1. Cyber Risk Governance

The number of corporate boards with a dedicated cybersecurity committee is expected to increase sharply by 2025.

2. New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment.

3. Accelerating Climate Action

Urgent action is required now to head off the impending climate catastrophe.

4. ESG Shareholder Engagement

Environmental, Social and Governance-based engagement can help drive climate action and address public health issues.

5. Long-Term Vision, Short-Term Needs

Balancing short- and long-term pressures is one of the most difficult business leadership challenges.

6. Governing Disruption

Organizations must be able to evolve and adapt, as the COVID-19 crisis has illustrated.

7. Economics of Environmental Sustainability

Climate change and rising temperatures promise to severely hinder production and health.

8. A New Understanding of Economic Growth

Prioritizing people and ecological systems can create more sustainable economies.

9. ESG Reporting, Comparability and Assurance

Environmental, Social and Governance reporting occurs too infrequently to keep up with evolving expectations.

10. Defining Corporate Purpose

An organization's reasons for being should extend well beyond financial gains.

11. Building Future-Ready Business Models

Business model choices and strategies will shape long-term growth and success-being.

12. Building Climate Coalitions

Effective action requires engagement with many different stakeholders.

13. Delivering on ESG Goals

Companies are reorienting business strategies and operating models to deliver on their goals.

14. Corporate Risk Management

For boards, the volatility of risk scenarios is only increasing.

Cyber Risk Governance

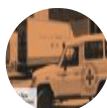
The number of corporate boards with a dedicated cybersecurity committee is expected to increase sharply by 2025

Governance relies on risk-based decision making as a fundamental means to both drive the efficient use of resources, and to improve confidence in an organization's ability to achieve strategic objectives. All organizations rely on their employees' ability to navigate a world of growing uncertainty, and to dodge threats to their ability to achieve its collective goals.

Unfortunately, complex organizations can easily be overwhelmed; each risk demands a distinct analysis and potential investment of additional resources, to respond in ways that adequately reduce exposure. A good governance structure will provide a framework that enables the right managers to make the right decisions, which will help prioritize and allocate resources as needed. All risks don't necessarily require analytic rigour or subsequent investment - immediate hazards like icy sidewalks or commonplace cyber incidents like phishing emails can be addressed at lower management levels. That is not the case for strategic risks like global pandemics or advanced, persistent cyber threats that have the potential to disrupt or damage an organization indefinitely. A structure that effectively prioritizes and adjudicates risks to the right organizational level is required.

Responsibility for risks is typically apportioned in accordance with an organization's willingness to accept them, also called "risk appetite." A risk-appetite statement can be used to direct employees and clarify who has the necessary level of authority to decide how to respond to any given situation. The National Institute of Standards and Technology Special Publication 800-37 addresses the divvying up of risk with a three-tier structure including the organization, the mission, and the system. Meanwhile the ISO 27000 series of standards provides recommendations for the use of policy and organizational structure to reduce risk, and the COSO framework connects governance to culture by highlighting the importance of board oversight, culture requirements, core values, and human resource development. Vigorous, board-level engagement in risk governance is essential for success. Thankfully, boards are increasingly recognizing the importance of cyber risk governance; a study published by Ernst and Young in 2020 found that 81% of board members categorize cybersecurity as "highly relevant," and Gartner researchers predict that 40% of all boards will have a dedicated cybersecurity committee by the year 2025 (currently, just 10% of boards have one).

Related insight areas: [Banking and Capital Markets](#), [Fourth Industrial Revolution](#), [Internet Governance](#), [The Digital Economy](#), [Workforce and Employment](#), [Corporate Governance](#), [Agile Governance](#), [Leadership](#), [Risk and Resilience](#), [Illicit Economy](#)



The New Humanitarian

Comment: Red Cross data hack

24 January 2022

The fallout is just beginning after what data privacy researchers say could be the biggest-ever breach of humanitarian data. The New Humanitarian spoke to Zara Rahman, acting executive director of The Engine Room, a tech and data non-profit, to find out why this huge hack at the International Committee of the Red Cross (ICRC) on 19 January shouldn't come as a surprise, and what the aid sector needs to do to protect itself — and vulnerable people. For Rahman, "it's in many ways the worst-case scenario we've been warning about for years now", but what should perhaps concern us more, she warns, is that it happened at the ICRC, a place considered to have one of the best digital protection practices in the sector. Watch this short video for her full comment on the hack. The ICRC said the cyber-attack compromised the data of more than 515,000 of the world's most vulnerable — including people uprooted by conflict and disasters.



World Economic Forum

What you need to know about cybersecurity in 2022

18 January 2022

The COVID-19 pandemic has expedited the use of digital tools in business and the home. These advances in digitalization have led to increasingly frequent, costly and damaging cyber incidents. The World Economic Forum's Global Cybersecurity Outlook 2022 presents critical findings from 120 global cyber leaders on how to shift from cybersecurity to cyber resilience. Digitalization has increased during the COVID-19 pandemic. The global use of services such as video conferencing has grown tenfold .



Observer Research Foundation

The near future of international law in cyberspace: Contentions and realities

15 January 2022

This piece is part of the series, Technology and Governance: Competing Interests Both global leaders and international legal experts agree to the position that existing international law applies to cyber operations. Additionally, case law and advisory opinions derived from the International Court of Justice have proved useful as precedents determining the future debates on the matter. However, not every single detail of how international law and its specific bodies apply to cyber operations is figured out today. As Michael Schmitt, the director of the Tallinn Manual project has put it in a feature article , "the devil is in the details".



World Economic Forum

Global Risks Report 2022 Press Conference

11 January 2022

At the virtual press conference on the Global Risks Report 2022, speakers share key findings and insights from the report.



World Economic Forum

How to make organizations cyber resilient in the digital frontier

05 January 2022

Cyber crimes are set to cost governments and organizations \$10 trillion by 2025. As new cyber threats emerge, boards of directors must develop cyber risk plans to ensure their organizations have greater cyber resilience. Cyber risk strategies should align to financial analysis using clear and understandable language. In their 2020 Board of Directors Survey, Gartner, Inc. found that directors see cybersecurity as the second-greatest threat to their businesses, right after regulatory compliance risks. Cyber crime already cost the world at least \$6 trillion in 2021 and could lead to over \$10 trillion worth of annual damages by 2025 .



Social Europe

Online surveillance thrives when fear takes over

05 January 2022

European law-enforcement agencies have been pushing to end encryption and survey everyone's online communications. LuckyStep/shutterstock.com In 2020, the European Commission put forward temporary legislation on 'chat control'. This sought to legalise the scanning of everyone's private online communications — every message, email or chat. Successor to a long line of attacks from governments on the encryption of online communications, it raised concerns among privacy activists with its potential to spark a new such 'cryptowar' .



CoinDesk

Kosovo Moves to Ban Crypto Mining in Face of Energy Crisis

04 January 2022

Artane Rizvanolli, the eastern European country's economy minister, acted on the advice of the Technical Committee for Emergency Measures in Energy Supply on Dec. 31 as part of a set of relief measures. The government declared a state of emergency in December lasting for 60 days, allowing it to allocate more money for energy imports and introduce power cuts, according to a report by the Gazeta Express. .

New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment

Global labour statistics tend to overlook temporary, part-time, and independent contracting work, and focus solely on full-time and permanent employment. Yet, research suggests that a significant portion of net employment growth since 2005 has occurred in the independent and self-employed categories - meaning that what was once deemed “non-standard” work is becoming the new norm. Managers are now more likely to oversee diverse, geographically-dispersed teams, to assess worker performance with new types of analytics, and to expand their searches for new recruits to non-traditional environments. The rise of “platform” economies (based on broad, far-reaching digital entities like Amazon or Uber) has created more flexible work opportunities and a “gig” economy. However, this flexibility is only rarely an advantage for workers, and mostly only a benefit for contracting entities. Workers must rely on their prioritization skills to maintain a work-life balance, and on their ability to cope with demands for near-immediate availability and instant comparisons (in the form of ratings) with their gig worker competition - which is constantly expanding. Customers are meanwhile exerting their own power via ratings and related algorithm tweaks, which creates more risk for individual workers than for the companies hiring them on a contract basis.

Concerns related to the lack of governance and legal protections for contractual work have increased, not least because its prevalence is poorly captured in current statistics. Most related studies have relied on data shared by relatively few digital talent platforms, and few countries have completed comprehensive labour market analyses that include these new forms of work. Data published by the US Bureau of Labor Statistics in 2017, for example, showed a surprising decline in American workers with “alternative work arrangements” compared with 2005, according to a report published by the Brookings Institution. However, it is estimated that by the year 2027 more than half of the roughly 145 million working Americans will fall within the “independent worker” category. Current legal standards in many countries for what constitutes an actual employee, rather than a contractual worker, are vague at best. Worker classification and related labour model regulation require updating, in order to formally recognize the needs of growing segments of the global workforce. It is crucial that more related data, research, and information be made available, and that relevant terminology and measurement standards are harmonized within and across countries.

Related insight areas: [Entrepreneurship](#), [Fourth Industrial Revolution](#), [Internet Governance](#), [Public Finance and Social Protection](#), [Justice and Law](#), [The Digital Economy](#), [The Digital Transformation of Business](#), [Agile Governance](#), [United States](#), [Data Science](#)



LSE Business Review

What is the optimal minimum wage?

26 January 2022

The European Commission advocates an adequate minimum wage, which could be 60% of the median wage. A recent independent report published by the UK's HM Treasury recommends a similar level. Germany's Minister of Labour and Social Affairs has committed to a minimum wage of €12 per hour and the Raise the Wage Act would increase the U.S. federal minimum wage from \$7.25 to \$15 per ... Continued.

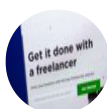


Asian Development Bank (ADB)

Азийн Хөгжлийн Банк болон Монгол Улсын түншлэлийн шинэ үе эхэлж байна

25 January 2022

2021-2024 онд АХБ-наас Монгол Улстай хамтран хэрэгжүүлэх түншлэлийн шинэ стратегийн хүрээнд КОВИД-19 цар тахлын хямралыг даван туулах, цаашлаад урт хугацаандаа хүртээмжтэй, тогтвортой хөгжлийн суурийг бэхжүүлэхэд дэмжлэг үзүүлнэ. Ирэх дөрвөн жилийн хугацаанд Монгол Улсад хэрэгжих АХБ-ны үйл ажиллагаа нь (i) хүртээмжтэй нийгмийн хөгжил ба эдийн засгийн боломж, (ii) уур амьсгалд тэсвэртэй дэд бүтэц, (iii) ногоон бөгөөд уур амьсгалд зохицсон тогтвортой хөгжил хэмээх стратегийн гурван тэргүүлэх чиглэлийг баримтлах юм.



VoxEU

The value of online gig economy platforms

14 January 2022

The gig economy and online labour platforms often trade off increased flexibility for lower employment security. This column uses a structural model and data from an online platform to study the effects of counterfactual policies on worker and employer surplus. It finds evidence of significant bid tailoring by workers depending on their application order and shows that employers are highly sensitive to wage bids received on past job postings. Ultimately, it shows that traditional labour market regulations, such as minimum wages or payroll taxes, are likely to harm both the demand and supply side in the online gig economy.



Social Europe

First agreement for platform workers in Spain

13 January 2022

Luz Rodríguez is professor of labour law at the University of Castilla-La Mancha. Her latest books are Plataformas Digitales y Mercado de Trabajo (2019) and Tecnología y Trabajo: el impacto de la revolución digital en los derechos laborales y la protección social (2021).



MIT Sloan Management Review

Toxic Culture Is Driving the Great Resignation

11 January 2022

More than 40% of all employees were thinking about leaving their jobs at the beginning of 2021, and as the year went on, workers quit in unprecedented numbers. 1 Between April and September 2021, more than 24 million American employees left their jobs, an all-time record. 2 As the Great Resignation rolls on, business leaders are struggling to make sense of the factors driving the mass exodus. More importantly, they are looking for ways to hold on to valued employees. To better understand the sources of the Great Resignation and help leaders respond effectively, we analyzed 34 million online employee profiles to identify U.S. workers who left their employer for any reason (including quitting, retiring, or being laid off) between April and September 2021.



RAND Corporation

The Role of Education Benefits in Supporting Veterans as They Transition to Civilian Life

10 January 2022

There is evidence that military education benefits have a positive impact on veterans' transitions to civilian life and educational attainment, but few studies have looked at who uses them, their transition experiences, or their long-term outcomes.



Social Europe

Learning accounts—filling the training gaps

10 January 2022

David Kunst is a policy officer in the Directorate-General for Employment, Social Affairs and Inclusion of the European Commission. His work focuses on policies to support skills and employment. All views expressed are personal.

Accelerating Climate Action

Urgent action is required now to head off the impending climate catastrophe

Climate change poses an urgent threat to our existence. 2019 was the second-hottest year on record, according to the National Oceanic and Atmospheric Administration and NASA, and current temperatures are believed to be roughly 1°C above pre-industrial levels due to human activity. Temperatures are now poised to reach 1.5°C above pre-industrial levels - with terrible consequences for millions of people in the form of rising sea levels, agricultural impact and natural disasters - barring decisive action, according to the United Nations' Intergovernmental Panel on Climate Change. People around the world are already experiencing extreme impacts of climate change, including drought, floods, and wildfires. In Australia, for example, the worst fire season on record began in late 2019 - killing dozens of people, destroying thousands of homes, and burning an area nearly the size of England. One of the United Nations Sustainable Development Goals, which were established in 2015, calls for taking urgent action to combat climate change. A UN report published in 2019 found that while some progress had been made on the goal, "far more ambitious plans and unprecedented changes" are necessary.

2020 marks a crucial inflection point for the Paris Agreement on climate change, which entered into force in 2016 and aims to limit warming this century to well below 2°C above pre-industrial levels (though the US, the world's second-biggest emitter of greenhouse gases, said it began the process of withdrawing from the deal in 2019) - because participating countries are being asked to submit their next set of climate commitments. It is now more vital than ever that climate efforts being made by states, businesses, cities, and regions are consolidated, in order to ignite sufficient change and halt the climate crisis. World leaders gathered at the UN Secretary-General's Climate Action Summit in September 2019 in New York to prepare for the critical year ahead. In the wake of this landmark summit and a surge in climate activism on the part of young people all over the world, the Secretary-General has prioritized a set of action portfolios with the potential to effectively curb greenhouse gas emissions. These action portfolios cover a range of critical areas including energy, industry, nature-based solutions, and urban infrastructure. Building resilience, and increasing financial support, are also high on the agenda.

Related insight areas: [Global Governance](#), [Future of Food](#), [Climate Change](#), [Climate Indicators](#), [Forests](#), [Future of the Environment](#), [Water](#), [Circular Economy](#), [The Ocean](#), [Energy](#), [Oil and Gas](#), [Mining and Metals](#), [Antarctica](#), [Arctic](#)



World Economic Forum

Special Address by António Guterres, Secretary-General, United Nations | Davos Agenda 2022

17 January 2022

Special Address by António Guterres, Secretary-General of the United Nations with Børge Brende, President of the World Economic Forum #DavosAgenda. Simultaneous interpretation in English, Arabic, French, Mandarin Chinese, Russian and Spanish. .



World Economic Forum

How to thrive in times of turmoil and disruption

17 January 2022

Business leaders are navigating increasing uncertainty, particularly during COVID-19, while also dealing with urgent, long-term megatrends such as sustainability and climate change. By building robust organizations and leveraging these megatrends, they can help their businesses to thrive in times of turmoil and disruption. For example, carefully considering the unfolding impact of digitalization and decarbonization will strengthen future investment and strategy decisions. Today's business leaders are in a challenging position. On the one hand, they have to deal with issues calling for urgent action, such as sustainability and climate change.



World Economic Forum

Who Are the 'Ecopreneurs' Restoring the Amazon? | Sustainable Development Impact Summit

16 January 2022

With over 10,000 species at risk of becoming extinct, the Amazon's ecosystem requires a nature- and people-positive bioeconomy to mitigate existing threats. What action can governments and businesses take to implement "ecopreneurship" that promotes the changes needed to conserve and restore the Amazon?.



World Economic Forum

A Green Transition Starts with Blue Water | Sustainable Development Summit 2021

12 January 2022

Water risk will erode over \$300 billion in business value, the equivalent of five times the cost of taking action now. This session explores the most promising approaches for industry leaders to accelerate water solutions, address critical vulnerabilities in global supply chains and realize a green transition. Speakers: Heather Clancy, Mary Draves, Usha Rao-Monari, Patrick Decker .

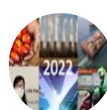


Frontiers

A Hybrid Model for Power Consumption Forecasting Using VMD-Based the Long Short-Term Memory Neural Network

07 January 2022

Energy consumption prediction is a popular research field in computational intelligence. However, it is difficult for general machine learning models to handle complex time series data such as building energy consumption data, and the results are often unsatisfactory. To address this difficulty, a hybrid prediction model based on modal decomposition was proposed in this paper.

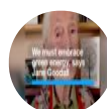


Eco-Business

From food to finance: expert views on sustainability risks and predictions for 2022

05 January 2022

For the past decade, financial returns have been strongly supported by central banks flooding markets with liquidity. This is unsustainable as it relates to the financial system itself, and it will be tested in 2022 as inflation picks up and rates rise. There are implications for sustainable finance, which has boomed over the same period and given rise to widespread greenwashing. As money becomes scarcer, investors will be more discerning, and companies will have to demonstrate real credentials and sustainable impact when trying to attract money under the sustainability banner.



World Economic Forum

We must embrace green energy, says Jane Goodall | UpLink

03 January 2022

Jane Goodall says we must embrace more green energy or the future for the children will be very dark. .

ESG Shareholder Engagement

Environmental, Social and Governance-based engagement can help drive climate action and address public health issues

In addition to shaping their portfolios through ESG integration, investors may choose to actively drive related improvements at companies through greater shareholder engagement. Evidence suggests this is a far more effective way of shaping corporate behaviour than simply buying and selling stock. The ways in which investors can approach this depends on asset class, however. Private equity investors, for example, are likely to have relatively large ownership stakes and therefore more direct access to management teams (large PE funds like KKR and TPG regularly engage with senior and middle managers, as well as front line workers, to identify ESG issues and encourage development of related strategies, measurement, disclosures, and operational practices). For buyers of public equities, the style of engagement depends on their scale and objectives. Large asset managers with long-term investment styles are likely to have greater and more prolonged access to management teams, similar to what is afforded to private equity backers. Meanwhile activist hedge funds tend to take large stakes in firms for short periods of time, through leveraged capital and borrowing - and then use that time to mount aggressive campaigns.

Examples of ESG-centred shareholder engagement include Aviva Investors' push for Apple to address youth smartphone addiction, and Engine No. 1's campaign to drive stronger climate action at Exxon Mobil by replacing board members. Smaller, socially-responsible asset management firms like Boston Trust Walden, and values-based asset owners like religious pension funds, often engage firms by initiating shareholder proxy votes that call for stronger ESG strategies. Individual retail investors can join campaigns mounted by larger activists, though most delegate their voting power to index fund managers like BlackRock or Vanguard (which tend to follow shareholder voting guidance from firms like ISS and Glass Lewis). ESG shareholder action tends to focus on three objectives: disclosure, target setting, and governance. Disclosure, the most common, relates to the frequency of, quality of, and auditor assurances behind ESG information. Target setting can occur once ESG data is made available, and can be used to improve things like greenhouse gas emissions. In terms of governance, investors may simply ask for more rigour from a firm - both for its own sake, and as an enabler of the greater good through instruments like aligning executive compensation with sustainability goals.

Related insight areas: [Institutional Investors](#), [Digital Communications](#), [Climate Change](#), [Youth Perspectives](#), [Global Health](#), [Banking and Capital Markets](#), [Corporate Governance](#), [Sustainable Development](#), [Private Investors](#)



Harvard Business School Working Knowledge How Footwear Startup Allbirds is Decarbonizing Fashion

25 January 2022

In 2021, the footwear startup Allbirds was extending its product range into apparel and expanding beyond its online store to open more retail stores around the world. It was also freely sharing its know-how and material innovations with its competitors to try to scale its efforts to decarbonize fashion, by substituting natural materials for conventional petroleum-based materials and leather. But the company also had to find ways to remain differentiated, based on design and comfort. Professor Mike Toffel and Allbirds co-founder and CEO Joey Zwillinger discuss the growing environmental impact of the fashion industry and how the company managed the tension between advancing its environmental mission and staying ahead of competitors in the case, Allbirds: Decarbonizing Fashion.



World Economic Forum Stakeholder Capitalism - EP.5 | Stakeholder Capitalism at Work | World Economic Forum

13 January 2022

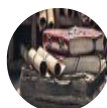
In this concluding episode we ask how can the idea of 'stakeholder capitalism' work in the real world. Joining hosts Peter Vanham and Natalie Pearce are: Emily Bayley, project lead of the World Economic Forum's ESG Initiative Jonas Prising, CEO of Manpower Group Geraldine Matchett, CFO and co-CEO of Royal DSM.



Eco-Business Steel industry: the decarbonisation imperative

12 January 2022

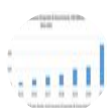
As days pass, there is increased evidence and response to GHG emissions and global warming leading to climate change. The Paris Agreement, 2015, has set the framework for a global response to climate change among world leaders to strive for keeping atmospheric temperature increase well below 2 °C and to pursue efforts to limit it to 1.5 °C. The 194 national governments and the European Union have signed the agreement which include some of the world's biggest polluting industries. Every manufacturing sector is exploring ways and means to reduce the carbon footprint of their operations. The steel industry, the backbone of all infrastructural developments, is tipped to play a major role in the above decarbonization agenda.



GreenBiz We read this 130-page report on climate regulation so you don't have to

12 January 2022

In October, the Financial Stability Oversight Council (FSOC) — an oversight body for federal financial regulators — chimed in on the climate conversation by way of a dense, 133-page report. The FSOC Report on Climate-Related Financial Risks examines how U.S. regulators are already addressing climate-related financial risks, discusses ongoing challenges in assessing those risks, and offers more than 30 recommendations for regulators to improve the resilience of the U.S. financial system to climate change. While the highly anticipated report has been critiqued as a missed opportunity that didn't go far enough, the effort, led by U.S. Secretary of the Treasury Janet Yellen, laid down a marker on an issue of critical importance.



World Economic Forum Putting capital markets into stakeholder capitalism

07 January 2022

Capital markets have a key role to play in building a more equitable and environmentally sustainable economic system. ESG assets under management reached \$35 trillion in 2020 and are forecast to exceed \$50 trillion in 2025. Capital markets must facilitate and promote transparent and reliable ESG disclosure to prevent greenwashing from stalling the global transition to a low-carbon economy. As we build our way out of the COVID-19 pandemic, the world is working together to make a more resilient and sustainable global economy. At a national level, we see initiatives like "Build Back Better" and "Levelling Up", while COP26 has united the world around goals on such things as halting deforestation, phasing out coal power and reaching net zero by 2030.



The Conversation World economy in 2022: the big factors to watch closely

04 January 2022

Will 2022 be the year where the world economy recovers from the pandemic? That's the big question on everyone's lips as the festive break comes to an end. One complicating factor is that most of the latest major forecasts were published in the weeks before the omicron variant swept the world. At that time, the mood was that recovery was indeed around the corner, with the IMF projecting 4.9% growth in 2022 and the OECD projecting 4.5%. These numbers are lower than the circa 5% to 6% global growth expected to have been achieved in 2021, but that represents the inevitable rebound from reopening after the pandemic lows of 2020.

Long-Term Vision, Short-Term Needs

Balancing short- and long-term pressures is one of the most difficult business leadership challenges

There is a commonly-held view that investors pursue short-term profit at the expense of long-term value. According to the results of a survey published by the Rock Center for Corporate Governance at Stanford University in 2019, 70% of CEOs and CFOs at S&P 1500 Index companies were facing pressure to maximize short-term returns at the expense of long-term growth. When firms focus on the short term, it often translates into lower investment in the long-term sustainability of a company at the expense of other stakeholders. Management has to be able to both articulate a long-term strategy and deliver sufficient short-term returns in order to ensure support and continued investment. Consistent metrics for measuring the success of long-term strategies are important. Corporate governance can play an important role in this regard by implementing incentives and pay aligned with these long-term metrics. Another means to tilt the balance towards a longer-term approach has been the increased adoption of Environment, Social and Governance (ESG) criteria in corporate strategies and investment decisions - which can draw the attention of shareholders zeroing in on firms with a longer-term, socially-conscious approach.

According to a white paper published by the World Economic Forum in 2019, quarterly reporting requirements are not the sole reason for short-termism - though corporate leaders describe them as a “necessary evil.” According to the white paper, these leaders must become better storytellers about their companies, by framing each quarter as a step in a longer-term story. Management and their boards must engage in constant conversation about how the company will grow, and the risks it will take to get there. Leaders of global companies have been signing a World Economic Forum compact for responsive and responsible leadership, committing them to ensure that their boards oversee the definition and implementation of corporate strategies that pursue sustainable long-term value creation, to encourage the periodic review of corporate governance, long-term objectives and strategies at the board level, to promote meaningful engagement between the board, investors, and other stakeholders that builds mutual trust and promotes the highest possible standards of corporate conduct, and to implement policies, practices, and long-term strategies aimed at cultivating sustainable growth for the benefit of all stakeholders.

Related insight areas: [Leadership](#), [Family Businesses](#), [Sustainable Development](#), [Private Investors](#), [Values](#), [Corruption](#), [Institutional Investors](#), [Banking and Capital Markets](#), [Future of the Environment](#)



Wharton School of the University of Pennsylvania
- Knowledge@Wharton

How Risk-shifting by Underperforming Funds Distorts Stock Prices

18 January 2022

As fund managers of laggard mutual funds try to catch up with their peers, they tend to pursue high-risk stocks that may give higher than average returns. In the process, they push the prices of those risky stocks disproportionately higher than what the returns may justify, according to a new research paper by experts at Wharton and elsewhere. The research explored the relationship between risk-shifting by underperforming mutual funds and “risk anomalies” such as subpar risk-adjusted performance of stocks with high market betas, or high volatility.

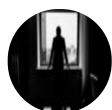


World Economic Forum

Fast-Tracking Circular Solutions for Net-Zero Industries | Sustainable Development Summit 2021

09 January 2022

To reach net-zero emissions from heavy industry sectors by 2050, new approaches and solutions will need to be deployed at scale across supply and demand-side industries. This session explores collaboration models, policies and pathways that hold the greatest promise to fast-track circular economy solutions and accelerate the race to net zero. .



University of St. Gallen

Do CEOs really stay in the job for too long?

20 December 2021

20 December 2021 . How long should CEOs remain in office? Do some of them stay on for too long? This is an ongoing debate among academics and practitioners, often triggered by headlines about long-serving CEOs who perform badly and destroy company value. A recent example is Société Générale’s Frédéric Oudéa, who is currently the longest-serving CEO of a major European bank despite having overseen a 75% drop in the company’s share price during his 13-year reign, giving it the lowest price-to-book ratio of any European bank.



Science Direct - family business strategy

Family business and business family questions in the 21st century: Who develops SEW, how do family members create value, and who belongs to the family?

11 December 2021

Family business and business family questions in the 21st century: Who develops SEW, how do family members create value, and who belongs to the family? Author links open overlay panel Nadine Kammerlander Family firm research has made substantial progress in recent years, contributing, for instance, to knowledge on family firm succession, innovation, and performance. In this essay, it is proposed that some important – ‘grand’ – questions become increasingly salient and need to be answered by family business scholars. These include the following: How exclusive is socioemotional wealth (SEW) to family owners, and which elements (if any) could be transferred to other settings?.



Chatham House

How can the investor community address the ‘S’ in ESG? – the role of social purpose values

24 November 2021

This webinar highlights the crucial relationship between an open civic space and a profitable business environment. 2020 was a tipping point for investors to think and act more responsibly, galvanized by catalysts like the killing of George Floyd and the pandemic. There is increasing investor support for social and environmental causes. Younger investors are placing increasing emphasis on values and social issues in their investment decisions. The ‘S’ in the Environment Social and Governance (ESG) agenda is clearly gaining traction, but how far does it extend to civil and political liberties i.e.



VoxEU

Mutual funds’ loyalty helped to stabilise ESG stocks during COVID-19

23 November 2021

How did the stock market crash caused by Covid-19 affect different asset classes and fund types? This column studies the trading behaviour of actively managed equity mutual funds in the US during the crisis and finds that funds with high environmental, social, and governance ratings helped to stabilise the market, but other funds also provided support for ESG stocks. All funds experiencing inflows increased their net purchases, but this behaviour was stronger for ESG funds. Non-ESG funds experiencing outflows increased their net sales, but this was limited to their holdings of non-ESG stocks.

Governing Disruption

Organizations must be able to evolve and adapt, as the COVID-19 crisis has illustrated

A board of directors has the responsibility to drive the continuous reinvention of an organization - in a way that ensures it is fit for purpose relative to shifting customer demands, social expectations, and unexpected calamities. Technological innovation at the core of the Fourth Industrial Revolution is changing the way we live, work, and relate to one another - and forcing the decision-makers guiding organizations to rethink how they can create value and reinvent the ways they function. As the global economy weathers the impact of the COVID-19 pandemic, for example, many organizations that had previously focused on maximizing resilience through technologies like cloud computing may find themselves in better shape than others. Innovation impacts many of a board's core responsibilities, including long-term planning, fostering a corporate culture, executive compensation, setting strategy, and making investments and acquisitions. While established incumbents are at risk of lacking sensitivity to evolving technology needs and responsibilities, younger players need the financial resources and data enjoyed by their older counterparts - and each can gear their corporate governance efforts towards sharing resources in a way that creates value.

New collaborative models may require entirely new corporate governance approaches that are much less based on traditional vertical control and siloed mechanisms - while still maintaining accountability to shareholders. The United Nations has emphasized the critical potential for breakthrough innovation to help achieve the Sustainable Development Goals, which are designed to enable a more sustainable global economy by 2030. It is a matter of corporate governance to consider how this innovation can both enable sustainable economic growth and help fulfil a specific organization's purpose. In terms of investor stewardship, for example, shareholders must be engaged on the topic of innovation in order to better understand long-term prospects both for the business and for society as a whole. Some organizations have specific board committees dedicated to technology and innovation, while others bring on consultants or other external advisors. Boards at the most forward-looking companies consider the long-term prospects of a business alongside its internal capabilities - essentially looking into the future in order to assess whether a company might be impacted by a paradigm shift in technology and business models, or a global crisis, and whether there are related opportunities and risks.

Related insight areas: [Internet Governance](#), [Data Science](#), [Digital Identity](#), [Fourth Industrial Revolution](#), [Leadership](#), [Sustainable Development](#), [Institutional Investors](#), [The Digital Transformation of Business](#), [Private Investors](#), [The Digital Economy](#), [5G](#), [Diversity and Inclusion](#), [COVID-19](#), [Mobility](#)



World Economic Forum

Here's how to choose the right fund manager for the future

18 January 2022

One of the most important decisions for investors when constructing a portfolio is to choose a fund manager. Investors tend to look at a fund manager's track record in quantitative terms – but the numbers don't tell the whole story. The most sophisticated limited partnerships look at qualitative evidence to find a manager capable of executing a proposed strategy. In constructing a future-ready investment portfolio in private markets, one of the most important decisions an investor can make is choosing a fund manager. A key element of manager selection is understanding his or her past track record.



Harvard Business Review

The Secret Ingredient of Thriving Companies? Human Magic.

10 January 2022

There is no longer much debate that companies must be about more than maximizing profits. Yet while many companies are articulating their purpose, much remains to be learned about how to create environments that can help turn intentions into reality. Nothing grows in bad soil, no matter how good the seeds and water are. Similarly, no company purpose, regardless of how well it is defined, can materialize unless the company environment is fertile. A fertile environment is one where employees have a spring in their steps in pursuit of a noble purpose, and where everyone can become the best, biggest, most beautiful version of themselves.



World Economic Forum

Stakeholder Capitalism | EP3 - Planet vs. Profit: Can Growth be Green?

06 January 2022

While the value of big tech companies has soared, what problems has that created? A lack of market competition and the impact that has on economies; data protection concerns; falling public trust. Is big tech too big, and what should be done? .

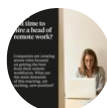


Harvard Business Review

How Brands Can Enter the Metaverse

03 January 2022

There are quite a few people who believe that the latest paradigm shift for the internet is already well underway: the metaverse, they say, is almost here.



Raconteur

Is it time to hire a head of remote work?

20 December 2021

Talent management is totally different from how it looked only two years ago, with some level of remote working becoming essential in many industries, rather than the nice-to-have option it was before.



Wharton School of the University of Pennsylvania
- Knowledge@Wharton

High-performing and Resilient Teams: Preventing Burnout

30 November 2021

Nano Tools for Leaders® — a collaboration between Wharton Executive Education and Wharton's Center for Leadership and Change Management — are fast, effective leadership tools that you can learn and start using in less than 15 minutes, with the potential to significantly impact your success as a leader and the engagement and productivity of the people you lead. Contributor: Paula Davis, JD, MAPP, founder and CEO of the Stress & Resilience Institute, and author of the book *Beating Burnout at Work: Why Teams Hold the Secret to Well-Being and Resilience* from Wharton School Press. Improve team resilience and performance and reduce burnout by relying on less obvious sources of support. Much has been said (and written) about the importance of individual resilience as critical to success.



World Economic Forum

Why failing can help build business - Lessons from 9 entrepreneurs

30 November 2021

It is widely known that the default state of a startup is failure. 90% of startups and 75% of venture-backed startups fail. Failing doesn't mean losing: here are the lessons from 9 entrepreneurs on why failure can help build business. The reasons vary from wrong product market fit, depletion of capital, bad partnership, regulatory hurdles to bad hiring and many more. These factors often function as multipliers in the startup world.

Economics of Environmental Sustainability

Climate change and rising temperatures promise to severely hinder production and health

In late 2018, the UN's Intergovernmental Panel on Climate Change issued an alarming report noting that global temperatures are on track to be 1.5°C higher than the preindustrial era as soon as 2030. Currently, at 1°C warmer than the preindustrial era, we are already experiencing severe consequences of climate change including forest fires in the Arctic, and the increased intensity of hurricanes. A 1.5°C increase would mean more rapid sea level rise, hot extremes in most inhabited parts of the world, a higher probability of drought, and other risks to human security and economic growth, according to the UN report. Climate change, pollution, and resource depletion have been impacting the economic productivity of both countries and private companies. These forces also disproportionately impact the poor, exacerbating socio-economic inequality. According to an edition of the International Monetary Fund's World Economic Outlook published in 2017, the per capita GDP in a typical low-income country will be 9% lower by 2100 than it would have been in the absence of climate change-related temperature increases. A subsequent edition of the outlook published in late 2018 noted that robust global economic growth will require better buffering low-income countries against the effects of climate change, with things like climate-smart infrastructure.

While weather shocks tied to climate change have an immediate impact on agricultural production, they also have broader impacts related to labour productivity, mortality, health, and conflict - as threats to food security aggravate already-simmering issues in fragile states. According to IMF calculations, a temperature increase of 1°C to the median, low-income developing country temperature of 25°C can reduce crop production and agriculture value added (the processing of raw materials) by between 1% and 2% annually. Agriculture and farming in the oceans also face significant climate-related challenges. Climate change-related changes in marine fisheries production may be just as large as those in crop agriculture, according to a report published by the Food and Agriculture Organization of the United Nations in 2018; primary production of the global ocean is expected to decline by 6% by 2100 (and by 11% in tropical zones), according to the report. Economic policies and business practices need to better take environmental constraints into account, in order to make stable growth and freedom from conflict realistic possibilities for future generations.

Related insight areas: [Climate Change](#), [Health and Healthcare](#), [Global Health](#), [Forests](#), [Agile Governance](#), [Future of the Environment](#), [Sustainable Development](#), [Green New Deals](#), [The Ocean](#), [Agriculture](#), [Food and Beverage](#), [Air Pollution](#)



Center for Global Development Country Platforms and Delivery of Global Public Goods

20 January 2022

This paper discusses three potential requirements for country platforms to facilitate effective delivery of GPGs. We propose that existing country platforms be repurposed to coordinate the contribution of domestic and external stakeholders to GPG delivery efforts at the country level. For this proposed approach to be successful, an explicit link must be introduced between country-level efforts and global initiatives to provide GPGs.



Project Syndicate The Futility of Unconditional Debt Support

20 January 2022

In many low- and middle-income countries, poor policy choices have created financial and economic problems that have only grown worse as a result of the pandemic. Unless these mistakes are corrected, continued financial support will never provide genuine economic relief.



World Economic Forum Special Address by Xi Jinping, President of the People's Republic of China | Davos Agenda 2022

17 January 2022

Special Address by Xi Jinping, President of the People's Republic of China with Klaus Schwab at the World Economic Forum's Davos Agenda 2022. .



World Economic Forum Why we need a new social contract for the 21st century

14 January 2022

The social contract on which society is based originated in the post-war era and is no longer fit for purpose. New social contracts could help bring about a more equitable prosperity. These new social contracts should be based on key principles including stakeholder capitalism, skill development, economic security and a transition to net zero. A social contract is a real or hypothetical agreement between a government and its people setting out the rights and duties of each. The social contracts on which society is currently based largely emerged in the post-war era, and are no longer fit for purpose.



Smithsonian Magazine In Norway, Kids Slice Out Cod Tongues for Serious Money

06 January 2022

Pay a winter visit to Norway's remote Lofoten Islands, north of the Arctic Circle, and it's impossible to miss the rows of headless fish carcasses hanging from wooden racks to dry. Follow the snaking two-lane road from village to village and you'll arrive at the dock of H. Sverdrup AS fish factory in a town called Reine. When I visited, a group of kids with sharp knives and bloody smocks stood huddled together for warmth. School had just ended, and they were waiting for more cod heads to arrive.



Project Syndicate Is Climate Finance the Next Bubble?

04 January 2022

While the conventional wisdom is that the next financial crash will come from the collapse of the cryptocurrency bubble, climate finance may pose a more serious risk. Mounting evidence suggests that green lending is displaying all the pathologies associated with financial manias.



New Statesman Protests, nature protection and plant- based meat: ten climate and environment predictions for 2022

03 January 2022

Covid was supposed to be the moment the world changed. Shows of solidarity among neighbours and the enjoyment of small pleasures and local parks during the first lockdown were all heralded as encouraging signs the world was ready for a slower, more sustainable pace of life. Travel stopped, emissions dropped and people appreciated the reduced noise and pollution. Fast forward to 2022, however, and this vision is increasingly blurry. As people, hopefully, escape from the shackles of the pandemic and governments have to make tough decisions about how to spend depleted coffers and boost the economy, it is unlikely this will be the year that humanity gets to grips with the climate and nature crises.

A New Understanding of Economic Growth

Prioritizing people and ecological systems can create more sustainable economies

Traditional economic systems and growth expectations generate unhealthy tension by being extractive by design. On one hand, such linear, extractive approaches have generated unprecedented economic gains and prosperity - by 2015, a record low 10% of the global population was living in extreme poverty, according to the World Bank. And, these approaches have generally spurred the provision of natural resources and workers in ways designed to achieve optimal profitability and productivity. On the other hand, any extractive economy will eventually be faced with potentially dire threats to biological and cultural diversity, an inevitable increase in the intensification of resource exploitation, and an ever-present threat of resource scarcity. There is also no guarantee that the short-term gains afforded by this model will be equally shared and accessed. Its trajectory usually involves simply regenerating itself by shifting focus to a new type of resources to be extracted and exploited - which by definition is not sustainable. This pattern often results in periods of relative short-term abundance, followed by periods of progressive scarcity prior to the identification of new resources to tap.

It is important to understand exactly how a circular economy approach can break the vicious cycle inherent in linear and extractive economies - and forge a new way forward. According to the United Nations, the conception and application of a circular economy has the potential to positively impact the progress made on several of its Sustainable Development Goals, which provide a framework for putting the global economy on a healthier, more sustainable path by 2030. The potential for a circular economy to limit the extraction of resources and instead regenerate the material necessary for further production can bolster Sustainable Development Goal 12, ensuring sustainable consumption and production, not to mention SDG 6 (ensuring the availability of water and sanitation for everyone), SDG 8 (promoting sustainable economic growth and decent work), SDG 11 (making cities more inclusive and sustainable), SDG 13 (taking urgent action to combat climate change), SDG 14 (sustainably use the ocean and seas), and SDG 15 (halting and reversing land degradation biodiversity loss). Ultimately, the circular model also has positive implications for SDG 10 - reducing inequality.

Related insight areas: [Social Justice](#), [Climate Change](#), [Economic Progress](#), [Sustainable Development](#), [Cities and Urbanization](#), [Biodiversity](#), [Workforce and Employment](#), [Global Health](#), [Inequality](#), [The Ocean](#)



World Economic Forum Renewing a Global Social Contract | Davos Agenda 2022

18 January 2022

While governments have rolled out some of the largest social spending programmes ever seen, the pandemic's aftermath, technological change and the green transition risk further eroding skills, jobs and social cohesion. What new policies and business actions are needed to create social mobility, good jobs and an equitable society for all? .



World Economic Forum Special Address by Kishida Fumio, Prime Minister of Japan | Davos Agenda 2022

18 January 2022

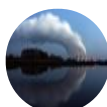
Special Address by Kishida Fumio, Prime Minister of Japan with Klaus Schwab. .



World Economic Forum Net zero means trusting partners you haven't met and technology that doesn't yet exist

18 January 2022

For many companies, the biggest net-zero challenge is the emissions generated by partners along the value chain. The trust firms have built with their partners will be key to tackling this issue. New partners with new ideas and approaches will also be needed – which will require a shift in mindset for many organisations. COP26 saw world leaders seeking new ways of saving lives, livelihoods and habitats from the climate emergency we all face. We can debate the success or otherwise of the agreements reached, but what is clear is that governments need business to play a central role in driving down emissions.



Asian Development Bank (ADB) Climatic Episode 3.1: Cooling & Smart Buildings Talk Show

13 January 2022

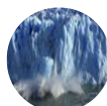
Climatic, ADB Ventures' video series about the Asian entrepreneurs tackling the most important questions of our time, has returned with a new series about cooling and smart buildings. Over the next three decades, rapid urbanization and greater weather extremes will lead to a skyrocketing demand for cooling. Can this increased energy need be met in a sustainable way? In this new episode, Climatic host Linh Thai explores this question and more with Asia's premiere energy-efficiency experts and entrepreneurs: - Priyantha Wijayatunga, Chief of Energy Sector Group, Sustainable Development and Climate Change Department, Asian Development Bank (ADB) - Dr.



The Conversation Technology has made buildings less climate-friendly: but we can look back in time for solutions

11 January 2022

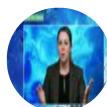
It's been claimed that technology is the answer to the climate crisis. By eventually separating economic growth from its effects on the environment through improving energy efficiency, the argument runs, better technology promises to prevent catastrophic global warming. Among the many things that this argument fails to consider is the reality that new technology has often encouraged extravagant forms of consumption: from private cars and planes to kitchens full of appliances and air conditioning in countries with mild climates. Technology has also caused what's called the "rebound effect": where improving energy efficiency leads to cheaper energy and therefore higher rates of energy consumption.



INSEAD Knowledge ESG Strategy in Action

10 January 2022

As ESG has become a critical part of company strategy, many leaders have begun to consider how to design roadmaps and actionable plans. Yet, most struggle to make meaningful commitments and act. Looking at the water conservation efforts of Cargill and the World Resources Institute (WRI), we provide a framework to help companies move past the idealisation stage and into action on key ESG issues such as carbon and water. At 2019's World Water Week in Stockholm, Truke feverishly took notes during a session based on a company guide that outlined a step-by-step approach on target setting for water. She felt she had finally found the playbook for Cargill's water strategy.



World Economic Forum What Are the Big Ideas to Restore India's Ecosystems? | Sustainable Development Summit 2021

05 January 2022

By 2030, India plans to restore 26 million hectares of degraded land and decrease the equivalent of up to 3 billion tons of CO2 through additional tree cover. How can local projects and initiatives help to achieve these goals? Speakers: Emanuela Orsini, Bhairavi Jani, Rhea Mazumdar Singhal, Ajay Mittal .

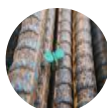
ESG Reporting, Comparability and Assurance

Environmental, Social and Governance reporting occurs too infrequently to keep up with evolving expectations

Corporate sustainability reporting has become common practice for large firms, and is the most widely used source of information about ESG performance. A KPMG survey in 2020 found that among 5,200 top-earning firms in 100 different countries, 80% were doing sustainability reporting - which rises to 96% for the world's 250 largest firms. However, generating sustainability reports can be labour-intensive and costly. The internal data collection necessary often requires dedicated staff and consultants, making it prohibitive for smaller firms. Even firms that do report on ESG factors only do so on an annual basis, even as quarterly reporting of financial results remains the norm. This lower frequency ESG reporting may be insufficient to keep up with rapidly increasing social and regulatory expectations on matters like greenhouse gas emissions. Another issue stems from the varying definitions of and expectations for ESG and sustainability. A firm may decide an issue is not worth disclosing, though investors and other stakeholders might disagree. As a result, if the only source of ESG data is corporate reporting, markets may not be able to react to some critical issues and stakeholders may seek out greater innovation in related data collection.

Another challenge is related to inconsistencies in data pulled from corporate reports, due to the different ways firms measure and reflect ESG factors. For example, firms might count greenhouse gas emissions only from their direct operations, or more comprehensively from their supply chains; those that are more rigorous and inclusive in their measurement might appear to be doing worse than those reporting in a more cursory way. For this reason, standards have been essential for the development of ESG reporting - such as the GHG Protocol, CDP, GRI, SASB, and IFRS. There is also the issue of reliability and trustworthiness, given the incentive firms have to indulge in greenwashing that makes their operations appear less risky and more virtuous. One key related development has been an increase in the auditing and assurance of corporate sustainability reporting. The KPMG survey found that 2020 was the first year in which a majority of large firms had invested in the independent assurance of sustainability reports (51% of the 5,200 top firms in 100 in countries, and 71% of the world's 250 largest). As regulatory requirements for ESG reporting increase, these figures are also likely to increase.

Related insight areas: [Data Science](#), [Private Investors](#), [Corporate Governance](#), [Financial and Monetary Systems](#), [Institutional Investors](#), [Innovation](#), [Economic Progress](#), [Small and Medium Sized Enterprises](#), [Values](#), [Future of the Environment](#), [Supply Chain and Transport](#)



LSE Business Review

For organisations that tackle grand societal challenges, hope can be a double-edged sword

25 January 2022

Non-profit organisations, medical institutions, think tanks, and companies' corporate social responsibility teams many times attempt to tackle big challenges such as climate change, social inequity, and finding the cure for illnesses. In these situations, emotions are likely to mount when setbacks are encountered. Katina Sawyer and Judith Clair write that propagating hopeful thoughts and behaviours may ... Continued.



Business and Human Rights Resource Centre

From factories to homes: Why human rights due diligence must extend to all workers in the supply chain

25 January 2022

The world is still reeling from the devastation caused by the COVID-19 pandemic, with economic recovery unfolding as a stark, two-speed story of the Global South and Global North. Supply chains that were brought to a grinding halt by lockdowns are still limping along, with recent studies showing garment sector workers remain some of the world's worst affected. This crisis has compounded the pre-existing exploitative conditions commonplace before COVID-19. This is why it is critical, ahead of a Directive which could transform this broken industry, that workers from Asia, "the garment factory of the world" are heard.



LSE Business Review

The morality of business and the risk of a dead planet

18 January 2022

The Friedmanite view on business still reigns supreme. But who deals with the negative externalities of doing business? Is a car company liable for the CO2 emissions it enables? Is a consumer goods company responsible for the tropical forest farmers cut down to meet the multinational's demand? Is a financial company liable for the wealth inequality ... Continued.



London School of Economics and Political Science

Corporations can't afford to stop donations to candidates, even those who still support Trump.

17 January 2022

After the January 6, 2021 US Capitol insurrection, many companies stopped their donations to candidates who supported President Trump and other enablers of the attack. Melissa M. Smith writes that the need for effective lobbying by these companies means that these donations were only paused. As we head into a midterm election year, and with campaign finance reform still mostly [...].



World Economic Forum

5 ways the COVID-19 pandemic has changed the supply chain

14 January 2022

The worldwide supply chain continues to be affected by challenges relating to the COVID-19 pandemic, including delays and disruption. Many chief executives now identify supply chain turmoil as the greatest threat to their companies' growth and their countries' economies. Organizations need to reimagine and manage their supply chain differently to ensure business continuity and growth for the future. Two years into the pandemic, the global supply chain continues to sputter and break down. Each day comes news of choked ports, out-of-place shipping containers, record freight rates, and other problems that cause disruption and defy easy answer.



MIT Sloan Management Review

Prepare for the Bullwhip's Sting

13 January 2022

Nearly two years into the disruption caused by the COVID-19 pandemic, signs are pointing to the growing risk of a global economic recession. High consumer demand, product shortages, and transportation disruptions in the second half of 2021 triggered inflation and changes to manufacturers' order patterns, setting up the bullwhip effect — a supply chain phenomenon that can have far-reaching consequences. The ups and downs of money flows, labor patterns, inventory management, and product demand are setting the stage for what happens next — and business leaders, particularly in supply chain roles, should prepare now for the greater challenges that may lie ahead. Roots of an Upcoming Crisis In early 2020, COVID-19 slapped down large swaths of the global economy.

Defining Corporate Purpose

An organization's reasons for being should extend well beyond financial gains

The Business Roundtable, an association of CEOs of the largest American companies, has departed from a longstanding view that corporations exist solely to serve their shareholders. In 2019, the organization declared that companies should benefit all stakeholders, including customers, employees, suppliers, and communities - in addition to shareholders. This strongly reinforced the idea that profits are not the sole purpose of a business, and that corporations should exist to solve problems and provide services. If they are successful at doing this, long-term shareholder returns can increase, as society in general is better served. Establishing purpose is not an abstract exercise; it has proven to be essential for guiding decision making and for establishing priorities. London Business School Professor Alex Edmans has noted that as virtually all of the major decisions a company makes involve trade-offs, one of the main benefits of having a strong purpose is to guide these trade-offs. Purpose must not only be explicitly defined, however - it must also be implemented. Shareholders must understand the organization's purpose, and be able to identify the metrics (both quantitative and qualitative) related to delivering on it.

Some of these metrics incorporate the traditional concepts behind corporate social responsibility (CSR), such as maintaining positive working conditions and employee satisfaction, cultivating workforce diversity, and focusing on client satisfaction and product quality. But purpose can go well beyond CSR - one example is the clothing company Patagonia, which states that its reason for being is to help protect life on Earth. This is (presumably) understood by its investors, and implemented by designing, producing and selling products in the most environmentally sustainable way possible, and by building its supply chains and customer service around the circular economy ideas of repairing, reusing, and recycling. Responsible corporations create value for society and are motivated by the desire to do so. Survey results published by researchers at Stanford Graduate School of Business in 2018 showed that 65% of Americans believe CEOs at large companies should use their positions to address broad social, political, and environmental issues. That is to say, most Americans realize that corporations need to be committed to providing solutions and value to everyone - and that businesses have a responsibility to society.

Related insight areas: [Institutional Investors](#), [Future of Consumption](#), [Supply Chain and Transport](#), [Taxes](#), [Sustainable Development](#), [Circular Economy](#), [Values](#), [Financial and Monetary Systems](#), [Justice and Law](#), [Emerging-Market Multinationals](#), [Leadership](#)



London School of Economics and Political Science

Public support for a universal basic income is dependent on the way it is funded

25 January 2022

The concept of a universal basic income has received increased attention since the start of the Covid-19 pandemic. But what do the public think about the proposal? Drawing on a new study, Leire Rincón illustrates that a key factor affecting support for a universal basic income is the way it is funded, with more people ... Continued.



Project Syndicate

Capital Is Not a Strategy

06 January 2022

After years of central banks keeping interest rates low and pumping liquidity into financial markets, asset valuations are at historic highs. While entrepreneurs and venture-capital founders tell themselves that "capital is a strategy," bubble finance is no substitute for a business plan that can achieve positive cash flow.

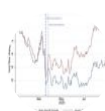


Harvard Business School Working Knowledge

The Popular Stock Metric That Can Lead Investors Astray

06 December 2021

What if a bedrock method that investors have relied on for decades to find cheap-but-promising stocks to buy low and sell high no longer works well? The book-to-market ratio has been used since at least the Great Depression to identify undervalued stocks. It has become so detached from a modern economy driven by research and intellectual property that it no longer accurately signals so-called value stocks, suggests new research from Charles C.Y. Wang, Harvard Business School's Glenn and Mary Jane Creamer Associate Professor of Business Administration. Investors use book-to-market ratios to spot potentially underpriced stocks, and major stock indexes and institutional investors lean on the metric as well.



VoxEU

Bank leverage constraints and bond market illiquidity during the COVID-19 crisis

27 November 2021

The onset of COVID-19 led to heightened uncertainty and a 'dash-for-cash', particularly in the mutual fund sector which faced fire sale pressure. Typically, banks trading securities absorb such pressure and support market liquidity, but regulation may limit their ability to do so. This column analyses the role of bank leverage constraints as an amplifier of bond market illiquidity. It concludes that leverage ratio regulation can have negative side effects by increasing bond market illiquidity in times of economic distress, suggesting that the optimal leverage ratio is procyclical.



Wharton School of the University of Pennsylvania - Knowledge@Wharton

Layered Leadership and Apple's Rise to the Top

23 November 2021

In an excerpt from the revised and updated edition of their book 'The Strategic Leader's Roadmap,' Wharton's Harbir Singh and Michael Useem explore how Apple's approach to leadership has contributed to its success.



INSEAD Knowledge

Why Investors' Memories May Be Bad for Their Wealth

22 November 2021

How positive bias can lead overconfident investors to inflate the size of their wins and forget their losses. Overconfidence can be bad for markets and bad for investors. You just need to look at the recent crash in cryptocurrencies to see what can happen when investors believe they simply can't lose. It's certainly not a new phenomenon in the world of investing. From Tulip Mania in 17th-century Holland, to the dot-com bubble of the late 1990s, history is littered with examples of investor bravado leading them blindly into big losses when their sure-fire bet goes south.



GreenBiz

Bob Eccles and Jean Rogers on ISSB and the future of ESG reporting

17 November 2021

Whatever your take was on COP26, a key takeaway at the intersection of capital markets and climate was the formation of the International Sustainability Standards Board (ISSB).

Building Future-Ready Business Models

Business model choices and strategies will shape long-term growth and success-being

Successful companies look beyond linear value chains and industry boundaries, to create dynamic value “maps.” They use technology to encourage collaboration, and create shared value in broader digital ecosystems. Instead of well-defined value pools and homogenous competitors, these companies thrive in networked, overlapping value pools with heterogeneous competitors. They invest in creating value that delivers for both the business and all of its stakeholders.

A Forum report published in 2020 highlighted the accelerating shift to “digital-at-the-core” business models - adaptive, data-led, asset-light, and based on services rather than products. Instead of extending traditional models and channels (such as brick-and-mortar stores) while enabling digital channels, companies are orchestrating entirely digitally-enabled platforms and marketplaces.

KEY INSIGHTS FROM THE DISCUSSIONS

For many firms, there has been more change over the past 12 months than over the previous decade. What has occurred is an acceleration of trends that were already underway, rather than entirely new concepts. Organizations that were already planning for the future were well positioned to quickly adapt.

Platform or ecosystem approaches to value creation require a mindset shift for most firms, which were not built to collaborate and share. At the same time, the speed of digital transformation during the pandemic has highlighted the importance of organizational cultures that foster innovation, and education on new tech and business models across organizations - especially at senior levels.

Future-ready organizations are enabling greater flexibility and upskilling across workforces. For example, Publicis launched an internal “gig marketplace” that has enabled greater mobility for the organization and cross-skilling for employees.

In order to avoid disruption, one approach is to view compliance as an opportunity for innovation. NatWest, for example, has seen complying with open banking data-sharing requirements as a strategic opportunity to rethink how products are designed and delivered.

Increasingly, countries will need to bridge the digital divide to build inclusive economies (through initiatives like the EDISON Alliance). They will also need policy and regulatory frameworks that can quickly adapt to new technologies and business realities.

Across industries there is a desire to retain cultural habits that

have emerged over the past year, such as greater collaboration and moving at speed. ESG and purpose have also come to the forefront and the hope is for them to remain there. Additionally, there is a strong sentiment that this is the time to double down on investments, not the time to withdraw, in order to properly invest in the future.

When asked about business model opportunities, more than 63% of participants selected “alignment with environmental sustainability goals,” 56% selected both “increased value from digital platforms and marketplaces” and “value from data-sharing and collaboration,” 53% selected “expanding digital ecosystem and partnerships,” and 34% chose “data/AI-driven customer insights and personalization.”

Related insight areas: [Data Science](#), [Innovation](#), [The Digital Economy](#), [Fourth Industrial Revolution](#), [The Digital Transformation of Business](#)



Harvard Business School Working Knowledge 7 Trends to Watch in 2022

19 January 2022

As 2022 gets underway we asked our faculty to highlight some trends worth watching in the coming year. Ariel Stern: A new future for digital health care While 2020 and 2021 were years of rapid innovation and deployment of new health care technologies and delivery modalities, 2022 will be a big year for learning about what works in digital health. Recently, we have witnessed developments that would have been difficult to imagine just a few years ago. In Germany, the past 15 months have seen the rollout of “prescription apps” and the introduction of a system of nationwide health insurance coverage for digital health applications, the first of its kind worldwide.



The Aspen Institute Predictions for Business & Society in 2022

04 January 2022

What will we find at the crossroads of business and society in 2022? That’s the question we at the Aspen Institute Business & Society Program posed to business executives, activists, scholars and journalists, from Billie Jean King to Joe Nocera.



World Economic Forum Preparing for the ‘New’ Future of Work | Sustainable Development Summit 2021

02 January 2022

The live session is available for eligible participants on TopLink; the first part will be webcast to all shortly after the session ends. Industry-led and country collaboration could reduce reskilling costs and times by 30%, enabling nearly half of the disrupted workforce to be reskilled by employers, with a positive cost-benefit balance. Speakers: Sally Bundock, Gog Soon Joo, Dan Rosensweig, Mona Mourshed, Jeff Maggioncalda, Gabriel Dalporto, Robert E. Moritz, Andrew Baird.



MIT Sloan Management Review The Top MIT SMR Articles of 2021

21 December 2021

In December 2020, the first highly anticipated doses of COVID-19 vaccines arrived, sparking hope that 2021 might bring a fresh new start less burdened by the pandemic. Since January, the world has made huge strides in managing the pandemic — but coronavirus variants have advanced as well. Thanks to the delta variant, the Great Office Return expected in September seemed to peter out before it began, landing us at the end of another year characterized by constant adjustment, reorientation, and shifting plans. In 2021, readers unsurprisingly gravitated toward articles about leading through a pandemic-changed world, understanding an unpredictable supply chain, and managing remote and hybrid teams.



Center for Global Development Economics & Marginalia: December 17, 2021

17 December 2021

Hi all, It feels fitting that the last links of the year (for such is this salvo of egregious geekery) should start with the crushing disappointment that the English test cricket team so reliably brings (rivalled only in its consistent mediocrity by the English political establishment, currently nursing very tender nether-regions from the kicking it took in North Shropshire, even if their assessment of the situation is essentially a slightly amended version of the Scooby-Doo villain’s refrain: “I’d have gotten away with it if it weren’t for that pesky media!”).



MIT Sloan Management Review How Marketers Can Address Data Challenges to Drive Growth

08 December 2021

Connecting With Customers in the Age of Acceleration The pandemic forced companies to speed digital transformation and adapt to a virtual world. Customers are now rewarding those that offer the best experiences and engage authentically. To succeed in the next era, businesses and marketers must meet new expectations and build new strategies and skills. Imagine that you have just been promoted to manager at a large food company and will be in charge of a popular candy brand primarily sold in grocery stores.

Building Climate Coalitions

Effective action requires engagement with many different stakeholders

Effective climate action will require commitments from a wide variety of players - businesses, national governments, international organizations, cities and regions, just to name a few. Businesses, regions and cities in particular took centre stage during the past few years, after the announcement that the Trump Administration planned to withdraw the world's largest economy from the Paris Agreement on climate change. While that withdrawal effort was later reversed, it provided an opportunity for others to step forward. The We Are Still In coalition, which includes investors, companies, and cities, gathered thousands of signatures in support of a pledge to uphold the Paris Agreement. Meanwhile We Mean Business, a coalition of non-profit organizations dedicated to partnering with the private sector, has engaged more than 1,500 companies (representing nearly \$25 trillion in market value) to act on climate change. More than 150 of the companies affiliated with the effort have committed to a goal of 100% renewable power, and many have committed to establishing science-based targets for reducing emissions of greenhouse gases in their operations.

Public-sector coalitions engaging local and regional governments are also becoming more prominent. The C40 Cities Climate Leadership Group, for example, is made up of more than 90 cities that have committed to 10,000 distinct "actions" to combat climate change. C40 cities represent about one quarter of the global economy and roughly 8% of the world's population, and aim to stir a global conversation that hastens progress towards a low-carbon economy. The Global Covenant of Mayors for Climate & Energy provides a similar platform for more than 9,000 cities that in total comprise about 10% of the world's population. Climate Action 100+ is yet another example of a global initiative systematically engaging with major corporate greenhouse gas emitters around the world. In addition, the World Economic Forum's Alliance of CEO Climate Leaders has sought to foster public-private collaboration that can support the Paris Agreement and the United Nations' Sustainable Development Goals. By joining forces with these coalitions, policy-makers, organizations, and companies can demonstrate a real commitment to climate action, share best practices, and demonstrate leadership.

Related insight areas: [Development Finance](#), [Agile Governance](#), [Social Justice](#), [Cities and Urbanization](#), [Sustainable Development](#), [Global Governance](#), [Geopolitics](#), [United States](#), [Civic Participation](#)



Bruegel

Where is Biden's climate policy?

25 January 2022



Center for Global Development

Economics & Marginalia: January 21, 2022

21 January 2022

I once saw Meat Loaf speak at the Oxford Union (an institution and building I otherwise spent a great deal of time ignoring; considering some of the characters it has belched out into public life in the last couple of decades I made a wise choice). He was fantastic: full of good stories (ranging from buying a whole sturgeon to spite a snooty shopkeeper to picking up a hitchhiker who turned out to be Charles Manson), wit and a healthy sense of the absurdity of the occasion, which tracks well with a man whose most famous songs include “I’d lie for you (and that’s the truth)”, and “I’d do anything for love (but I won’t do that)” — apparently, he is the only writer in the world with more well-worn parentheses keys than me. Mr. Loaf died yesterday, and the world is a little bit less fun as a result. As ever, we take solace in economics.



Social Europe

‘Leaving no one behind’: putting words into actions

13 January 2022

Mehtap Akgüç is senior researcher in the economic, employment and social policies unit of the European Trade Union Institute and an affiliate of the Institute of Labor Economics, focusing on labour markets and wage inequalities, migration and mobility, the green and circular economy and economic development. Kalina Arabadjieva is a researcher at the European Trade Union Institute, with a PhD in labour law. She is working on gender equality and the just transition. Béla Galgóczi is senior researcher for the European Trade Union Institute and author of *Towards a Just Transition: Coal, Cars and the World of Work* (ETUI, 2019).

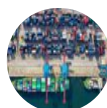


Rocky Mountain Institute

Financing 1.5°C: Five Trends to Watch in Climate-Aligned Finance in 2022

10 January 2022

When RMI launched the Center for Climate-Aligned Finance in 2020, the concept of climate-aligned finance was in its infancy. As we begin 2022, we look ahead to some of the major themes likely to emerge this year. The post *Financing 1.5°C: Five Trends to Watch in Climate-Aligned Finance in 2022* appeared first on RMI.



World Economic Forum

How green corridors can enable the transition to zero-emission shipping

05 January 2022

Zero-emission fuels and vessels will need to be deployed at scale over the next decade to meet emissions targets by 2050. Green corridors offer a solution to scale pilots and demonstrations for sustainable shipping into industry-wide solutions. We test these hypotheses in *The Next Wave: Green Corridors*, by examining two potential trade routes: Australia-Japan and Asia-Europe. The decarbonization of shipping – responsible for 3% of global greenhouse gas (GHG) emissions but more than 80% of global trade – is rapidly moving up the agenda, for policymakers and industry alike.



Social Europe

European Green Deal: can it tackle the climate crisis?

04 January 2022

Satoko Kishimoto is a co-ordinator of the Public Alternative programme in the Transnational Institute. Louisa Valentin is a graduate student at Lund University, focusing on economic history and development in the global south. She is a freelance researcher and writer for the Public Alternatives programme at the Transnational Institute, where she works on economic and social justice, privatisation and remunicipalisation.



World Economic Forum

Meet the Pioneers of Sustainable Fashion | Sustainable Development Summit 2021

01 January 2022

Now more than ever, consumers care about the environmental and social consequences of their fashion spending and so too does a burgeoning group of investors. What’s next in sustainable fashion for investors and consumers alike? The Sustainability Pioneers series showcases entrepreneurs and innovators tackling today’s major challenges to achieve the Sustainable Development Goals. Speakers: Holly Syrett, Javier Goyeneche, Safia L. Minney.

Delivering on ESG Goals

Companies are reorienting business strategies and operating models to deliver on their goals

A clear consensus is emerging: for a company to enjoy sustainable value creation and long-term success, it must clearly understand who its key stakeholders are, engage with them, and bring their voice into decision-making. According to the Forum's Future of Corporation 2021 white paper, recent years have seen a clear shift towards greater stakeholder activism. Certainly, the pandemic has changed the rhetoric from "returns" to "value creation," and investors and shareholders are demanding more transparency and meaningful engagement with boards on environmental, social, and governance (ESG) issues.

The white paper also emphasizes that for a corporation to maintain its licence to operate, it must gain and retain the trust of its material stakeholders: those who can reasonably be expected to be significantly affected by its activities, products and services; and those whose actions can reasonably be expected to affect the ability of the corporation to implement its strategies and achieve its objectives.

KEY INSIGHTS FROM THE DISCUSSIONS

When asked to rank their company on its ESG journey, 38% of participants said it is in "advanced deployment" (10+ metrics), while 25% said it is at a "moderate" deployment level (5-10 metrics), and 25% described it as being in "initial" deployment (1-5). Only one participant saw his/her organization at an early stage with no deployment. 45% described their company's adoption of ESG metrics as strategically driven, while 26% deemed it culturally driven, 24% saw it as functionally driven, and only 5% as "ad hoc."

When it comes to implementing and delivering on ESG goals, companies should not wait to be perfect – but instead get started now and evolve. It is also important not to get distracted by competition over ratings. What is key is to focus on the purpose of the effort, and to communicate that effectively.

Smart incentive plans can be instrumental in the acceleration of ESG integration processes. Individual employee targets can be personalized through variable compensation.

Companies must engage with peers and join coalitions, as many contemporaries are working through the same challenges.

As companies embrace ESG-related goals, the most important issues for strategy are: diversity and inclusion, employee mental and physical health, an internal ESG narrative to get everyone on board (and explain the influence their organization can exert

on these issues). Companies also need to ensure that they are credible – and deliver on their commitments.

Related insight areas: [Corporate Governance](#), [Institutional Investors](#), [Economic Progress](#)



Harvard Business School Working Knowledge To Change Your Company's Culture, Don't Start by Trying to Change the Culture

14 December 2021

Culture change is probably on your leadership agenda. You may want (or feel forced) to create a post-pandemic culture, or become more collaborative, innovative, or aggressive. Most companies fail in this because they try to change culture directly—through speeches, training programs, or direct intervention in meetings. Twitter is a perfect example. Concerned that Twitter's "nice culture" held back innovation, Dantley Davis, the new vice-president of design, asked employees in a meeting to critique each other .



Wharton School of the University of Pennsylvania - Knowledge@Wharton Beyond Business: Humanizing ESG

13 December 2021

Smart firms are listening, learning, and changing longstanding practices that have caused decades of harm to people, according to participants in a recent "Beyond Business" panel discussion, hosted by Wharton Dean Erika James.



Project Syndicate A Better Deal for the World's Workers

10 December 2021

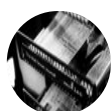
Ultimately, boosting labor earnings and the dignity of work requires both strengthening workers' bargaining power and increasing the supply of good jobs for those who most need them. That would give all workers a better deal and a fair share of future prosperity.



Wharton School of the University of Pennsylvania - Knowledge@Wharton How Corporate Governance Is Changing

23 November 2021

A recent "Beyond Business" panel discussion, hosted by Wharton Dean Erika James, focused on how boards can redefine corporate governance to maximize a company's social impact while balancing the needs of all stakeholders.



Harvard Kennedy School – Journalist's Resource Researchers use decades of Wall Street Journal articles to predict stock market returns

19 November 2021

Facebook Twitter LinkedIn Reddit Email Financial news articles can be a good short-term indicator of why the U.S. stock market is doing well or poorly, finds a new working paper, " Business News and Business Cycles ," from the National Bureau of Economic Research. Based on a full-text analysis of 763,887 Wall Street Journal articles published from 1984 to 2017, the authors find that news coverage of particular topics, like signs of a looming recession, predicts 25% of average fluctuations in stock market returns. The data represent "among the most extensive text corpora of business news studied in the economics literature to date," the authors write, adding that their approach is "motivated by the view that news text is a mirror of the state of the economy." Stock markets operate like any other market.



London School of Economics and Political Science What Next for IDA?

16 November 2021

Professor in Practice in LSE Department of International Development Mark Lowcock and Research Assistant with the Center for Global Development Bernat Adrogué look at the World Bank's International Development Association (IDA) in advance of IDA20 which will aim to support countries to recover from the COVID-19 pandemic and to transition to green energy.



Harvard Business School Working Knowledge How a Company Made Employees So Miserable, They Killed Themselves

16 November 2021

In 2009, a 51-year-old man killed himself in Marseille, a city in southern France, leaving behind a suicide note that blamed his employer for "overwork" and "management by terror." "I am committing suicide because of my work at France Télécom," his note said. "That's the only reason." That same year, a 49-year-old technician at the same company stabbed himself in front of his colleagues after learning he had been demoted. Between 2006 and 2009, at least 19 France Télécom employees took their own lives, 12 others attempted suicide, and eight suffered from serious depression, all of which was reportedly linked to job-related misery.

Corporate Risk Management

For boards, the volatility of risk scenarios is only increasing

Every organization is confronted with some type of risk - operational, financial, technological, environmental, regulatory - which can have devastating consequences. Effective corporate governance requires continuous and systematic management of all types of risk, both current and anticipated. First, risks must be prioritized, and here the board of directors can play a key role by deciding in what priority they should be addressed, what is to be deemed simply unacceptable, and how they should be addressed from a structural perspective. For example, evidence gathered from the 2007 global financial meltdown indicates that banks with boards that had identified a need to establish a separate risk management committee managed the crisis better than those with integrated committees. The benefits of this type of separation have become only more evident as fiduciary duties have come to include oversight of a broad range of matters, including compliance with international accounting rules and stability measures that require banks to set aside capital in case of potential losses. Implementing a robust risk management system requires the integration of different parts of an organization, including the board's risk committee, internal auditing, finance, legal, and operations.

Increasingly complex and rapidly changing economic, environmental, social, and technological conditions have multiplied potential risk scenarios. Worsening climate change, geopolitical tensions, trade wars, and social upheaval like the protests that spread in Hong Kong in 2019 require corporate governance that is proactive when it comes to identifying risks and addressing them. Determining an appropriate board structure and approach to risk management will depend upon both a company's industry and stage of its life cycle; risk exposure is very different for financial institutions than it is for petrochemical firms. Even within the financial sector, different approaches are required - from insurers exposed to extreme weather events related to climate change, to retail banks making loans to small businesses during volatile periods. Organizations are dealing with complexity and litigiousness like never before, forcing their boards to assess current and past organizational exposure. Still, there are some strategic advantages to taking risks; after all, achieving sustained growth requires some degree of risk-taking. Incorporating risk management into corporate strategy is therefore crucial.

Related insight areas: [Illicit Economy](#), [Cybersecurity](#), [International Security](#), [Financial and Monetary Systems](#), [Development Finance](#), [Climate Change](#), [Corruption](#), [Risk and Resilience](#), [Civic Participation](#), [Insurance](#), [Justice and Law](#), [Banking and Capital Markets](#)



Australian Institute of International Affairs The World's Oldest Democracy Debates How It Functions

19 January 2022

President Biden's speech to Atlanta last week saw a renewed focus on protecting the "heart and soul" of American democracy – voting rights. What does this strategy reveal about Biden's plans for 2022?.



London School of Economics and Political Science Senate opposition means Democrats will struggle to pass voting rights bills.

10 January 2022

Democrats have begun 2022 with a renewed effort to pass voting rights legislation. And while President Joe Biden and senior Senate Democrats have been pushing for two key voting rights bills and changes to Senate rules to enable them to pass, they continue to be blocked by Republicans. Julie Norman discusses the context and content of the bills, the options [...].



Social Europe Tax justice—a crucial tool to advance human rights

10 December 2021

Magdalena Sepúlveda is executive director of the Global Initiative for Economic, Social and Cultural Rights and a member of the Independent Commission on International Corporate Tax Reform (ICRICT). From 2008 to 2014 she was United Nations rapporteur on extreme poverty and human rights.



VoxEU Socially responsible investors amplify the positive externalities of regulatory enforcement

08 December 2021

Whether socially responsible investors have any impact on the environmental, social, and governance policies of portfolio firms has become a much-debated issue. This column shows that firms reduce emissions at their local plants following enforcement actions by the US Environmental Protection Agency against nearby plants of firms operating in the same market, and that the emissions reduction is twice as large if a nearby 'socially responsible' mutual fund owns shares of the parent firm of the peer plants. The threat of exit by these funds appears to have real consequences for how the local plants respond to the enforcement action.



Project Syndicate Building a One-Earth Balance Sheet

30 November 2021

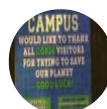
While all politics is local, it is shaped by a fast-changing global landscape. Only a one-Earth balance sheet – a bottom-up reset of how we measure global wealth – can ensure that countries work toward a better future for all.



Center for Global Development Optimism and Advice for Advancing USAID's Vision for Locally-led Development: A Conversation With Randy Tift

19 November 2021

I sat down with Randy Tift who, between 2017 and 2021, co-led USAID's Effective Partnering and Procurement Reform (EPPR) process and launched the New Partnerships Initiative (NPI), under the leadership of then-USAID Administrator Mark Green. Randy is currently a Senior Associate at Oxford House. He's also working on an in-depth paper on the past and future of USAID's reform agenda, which CGD will publish in early 2022. Randy is optimistic about what he sees taking shape at the agency and has some ideas for how to advance Power's vision.



GreenBiz 13 big deals that made COP26 the 'Business COP'

15 November 2021

There were some decidedly positive developments: For the first time, nature is firmly on the climate agenda. The critical role of achieving the 1.5 degrees Celsius goal is now baked into the negotiations. The event recognized and advanced the role of Indigenous and local communities.

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- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

Continue the experience online

Explore the collective intelligence of the World Economic Forum

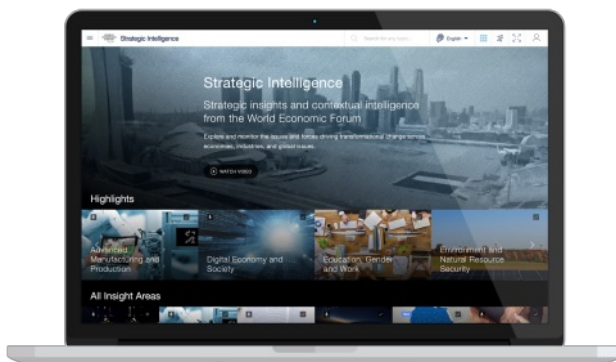
In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

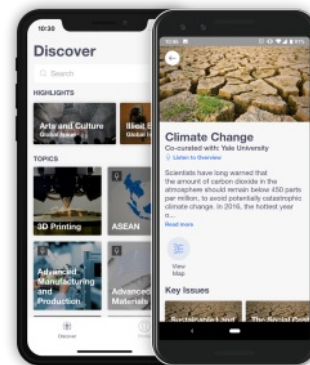
Leaders require new tools to make better strategic decisions in an increasingly complex and uncertain environment. The World Economic Forum developed Strategic Intelligence to help you understand the global forces at play and make more informed decisions.

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