THE DICKSON POON SCHOOL OF LAW



Varieties of Investor Stewardship Tuesday 30 April 2024

The Varieties of Investor Stewardship conference promises a full day of engaging panels and networking opportunities, bringing together a diverse array of voices from stewardship practice, policymakers, and academia.

Strand campus Bush House, Lecture Theatre 1

For more info visit kcl.ac.uk



08:45 Registration & coffee/tea

09:15 Re-imagining Investor Stewardship: Running Themes and Emerging Trends

Dionysia Katelouzou (Reader, King's College London)

09:30 Exploring the Stewardship Ecosystem: Actors and Levels

Susan Hooper (Chair, Senior Director)

Shipra Gupta (Investments Stewardship Lead, Scottish Widows)

Kimberley Lewis (Head of Active Ownership, Schroders)

Erica Serpico, (Director, Investment Stewardship, Vanguard)

Harlan Zimmerman (Senior Partner, Cevian Capital)

Moderator: George Dallas (Head of Content, European Corporate Governance Institute)

10:45 Coffee Break

11:15 Varieties of Metrics, Targets and Outcomes in Investor Stewardship

Jennifer Law (Head of Stewardship, Newton Investment Management)

Diandra Soobiah (Head of Responsible Investment, Nest)

Nick Stansbury (Head of Climate Solutions, Legal & General Investment Management)

Alexis Wegerich (Head of ESG Analytics, Norges Bank Investment Management)

Moderator: Anna Tilba (Professor, Durham University)

12:30 Lunch

13:30 Varieties of Strategies in Investor Stewardship

Steven Friel (CEO, Woodsford)

Catriona Glascott (Lawyer, ClientEarth)

Gavin Grant (Head of Governance, Baillie Gifford)

Lewis Johnston (Director of Policy, ShareAction)

David Trenchard (David Trenchard Consulting Ltd.)

Moderator: Eva Micheler (Professor, LSE)

14:45 Applying the lessons: Stewardship in High Emission Sectors

Sofia Bartholdy (Responsible Investment Integration Director, Church Commissioners for England)

Bruce Duguid (Head of Stewardship, Federated Hermes EOS)

Ben Mathews (Company Secretary, BP)

John Teahan (Portfolio Manager and Partner, Redwheel)

Moderator: Tom Gosling (LBS)

16:00 Coffee Break

16:30 Navigating Fixed Income and Sovereign Stewardship: Strategies, Outcomes, and Challenges

Eugenia Unanyants-Jackson (Global Head of ESG, PGIM)

Victoria Barron (Head of Sustainable Investment, Brightwell)

Esther Law (Senior Investment Manager, Amundi)

Magali Van Coppenolle (Global Head of Policy, Climate Bonds Initiative)

Moderator: Carmen Nuzzo (Executive Director Transition Pathway Initiative Centre, LSE)

17:45 Conclusion and Future Steps

18:00 **Drinks Reception**

Re-imagining Investor Stewardship: Running Themes and Emerging Trends

Event Organiser

Dr Dionysia Katelouzou Reader (Associate Professor) in Corporate Law, King's College London



Dr. Dionysia Katelouzou is a Reader (Associate Professor) in Corporate Law at The Dickson Poon School of Law, King's College London, focusing on investor stewardship, shareholder activism, and sustainability, with a socio-legal, transnational and empirical perspective. She holds a PhD and an LLM (first class) from the University of Cambridge, and an LLB (summa cum laude) from the University of Athens. Dr Katelouzou is a member of the Bar of Athens and a Research Associate at the Centre of Business Research at the University of Cambridge. She has served as a Visiting Researcher at the University of Pennsylvania and a Visiting Lecturer at the Institute of Advanced Legal Studies (London).

Her academic output includes 22 research outputs (books/journal articles/chapters), along with numerous shorter articles and blogposts. Notably, she received the *Cleary Gottlieb Steen & Hamilton LLP prize* for the best ECGI Law Working Paper in 2020 for her co-authored paper, "<u>The Global Diffusion of Stewardship Codes</u>".

Beyond academia, Dr Katelouzou chairs of the Content Oversight Committee of StePs e.V – Association of Stewardship Professionals and leads the *Global Investor Stewardship* project, consisting of more than 120 academic and non-academic members across 27 jurisdictions around the world. She is a recipient of the British Academy Mid-Career Fellowship Award 2022 and many other grants and prizes. She has conducted commissioned research for the Financial Reporting Council and presented her research at conferences and symposia globally.

A special thank you to our funders, the British Academy, the ESRC Impact Acceleration Account, and The Dickson Poon School of Law School, for their invaluable contributions that make this event possible.

Exploring the Stewardship Ecosystem: Actors and Levels

Susan Hopper Chair & Senior Director



Susan is Chair of Tangle Teezer, Chair Designate of Inter.Earth, and sits on the Boards of Moonpig plc (Chair of the Remuneration Committee) and Uber UK. She is a Founding Director of ChapterZero, an organisation dedicated to providing education, insight and support on climate change to Non-Executive Board Directors and Chairs. She is involved in several start-ups in carbon capture and sustainability and is also an Ambassador for the World Travel & Tourism Council. Prior to her plural career, Susan was Managing Director of British Gas Residential Services, a £1.8bn revenue division. She joined British Gas from the Acromas Group where she was Chief Executive of the Travel division, responsible for Saga Holidays, Hotels and Cruises, the AA Travel division, and Titan Travel. Previously, she held senior roles at Royal Caribbean International, Avis Europe, PepsiCo International, McKinsey & Co, and Saatchi & Saatchi.

Shipra Gupta Investments Stewardship Lead, Scottish Widows



Shipra Gupta joined Scottish Widows in 2020 to focus and lead on the firm's Stewardship strategy and initiatives. Shipra brings with her over 20 years of global experience working in Financial Services, Management Consulting, Healthcare and also a Social Enterprise. Of these she has spent the last decade specifically focussing on integrating ESG in business-as-usual, and helped develop new propositions within sustainable finance. She has also served as a Trustee on the Board of ShareAction, Chairs the Governing Body of her local community school, is a Trustee at The Conservation Volunteers and gives her time to external investment committees as an RI specialist.

Kimberley Lewis Head of Active Ownership, Schroders



Kimberley Lewis is the Head of Active Ownership at Schroders, an active asset manager. She has over 25 years' experience in sustainability, law and public policy. Prior to joining Schroders, she served as the Director of North America Engagement for Federated Hermes EOS, International, where she led board and executive level engagements with a portfolio of companies on ESG and long-term business strategy issues across equity and fixed income holdings. Before joining EOS, Kimberley was the Senior Director of Global Corporate Responsibility at Pfizer Inc. where she was responsible for driving Pfizer's strategy for global public health and patient impact in underserved communities. Prior to that, she was the Director of Public Policy and Issues Management at AstraZeneca, where she led the company's work on access to medicines in underserved markets. She was also a senior advisor to Cherie Blair, where she played a key role in establishing the Cherie Blair Foundation for Women. Kimberley is a US-qualified attorney, with a BA and ID from the University of Virginia and holds an MA from London Business School, where she was a Sloan Fellow and Recipient of the Sloan Woman's Scholarship.

Erica SerpicoDirector in Investments Stewardship, Vanguard



Erica Serpico is a director in Investment Stewardship, where she is responsible for company engagement and proxy voting in the EMEA region, as well as for various strategic initiatives in service of the larger global stewardship program. Erica joined Vanguard in 2013, and prior to her role in Investment Stewardship, she served as an investment research manager responsible for the development of new mutual funds and ETFs across asset classes on behalf of both U.S. and non-U.S.-based investors. Erica earned a B.A. in mathematics from Dartmouth College and an M.B.A. with a concentration in strategy from London Business School.

Harlan Zimmerman Senior Partner, Cevian Capital



Harlan Zimmerman is a Senior Partner of Cevian Capital, with responsibilities across investment, engagement and business matters of the firm. He has been involved with Cevian since its founding in 2003. Prior to Cevian, Mr. Zimmerman worked in private equity, listed equities and banking.

Mr. Zimmerman is a 1992 graduate of the Lauder Institute of the University of Pennsylvania, where he earned an MBA in Finance from Wharton and an MA in International Relations. He also holds a BA (International Relations/Russian) from the University of California, Davis.

George Dallas (Moderator) Head of Content, the European Corporate Governance Institute



George Dallas is Head of Content at the European Corporate Governance Institute (ECGI), where he has oversight of ECGI blogs and newsletters and engages with practitioners to link ECGI's academic research content to professional application. He is a member of the training faculty at the International Corporate Governance Network, and is an Assessor for a course in sustainable corporate governance at the University of Cambridge Institute for Sustainability Leadership. Earlier he also served as Policy Director at ICGN, Director of Corporate Governance at F&C Investments (now Columbia Threadneedle Asset Management) and as a Managing Director at S&P Global where he served as European Region Head and Head of S&P's London office. George's second book, Governance, Stewardship and Sustainability was published in its second edition by Routledge in 2022. He holds a BA, With Distinction, from Stanford University and an MBA from the Haas School of the University of California at Berkeley.

Varieties of Metrics, Targets and Outcomes in Investor Stewardship

Jennifer Law Head of Stewardship, Newton Investment Management



Jennifer is head of stewardship at Newton Investment Management and is responsible for the firm's strategic vision on engagement, advocacy and voting. Jennifer joined Newton in October 2021 from BlackRock's investment stewardship team, where she carried out responsible investment analysis, as well as voting and engagement activities. Jennifer has a Bachelor of Business Administration from the University of Toronto and an MSc in Diplomacy and International Strategy from the London School of Economics.

Diandra Soobiah Head of Responsible Investment, Nest



Diandra Soobiah is Head of Responsible Investment at Nest. She has been at Nest for 14 years and is responsible for the delivery and implementation of Nest's Responsible Investment approach, ensuring it factors in material environmental, social and governance risks and opportunities. She also makes sure Nest fulfils its role as a responsible steward of members' assets through voting and engagement in order to deliver the best financial outcomes for members. Diandra has 21 years of investment experience including at Nedgroup Investments and Russell Investments. She is the co-chair of the 30% Club UK Investor Group and is a founding member of the Asset Owner Diversity Charter and member of the PLSA's Stewardship Advisory Group. Diandra holds a BA (Hons) in Business Studies and French from Queen Mary University of London and IMC.

Nick Stansbury

Head of Climate Solutions, Legal & General Investment Management



Nick Stansbury
Head of Climate Solutions, Investments
Legal & General Investment
Management

Nick joined in 2013 as a Fund Manager in LGIM's Global Equity team, focused on energy and natural resources. Prior to joining LGIM he was an Investment Director for Developed Asia and Global Emerging Markets at Standard Life Investments. He previously worked for an emerging market focused hedge fund investing in equities, convertible bonds and distressed debt. He has also worked in a corporate advisory role and as a software developer. Nick has a law degree (LLB.) and a Master's in jurisprudence (MJur.), focused on securities law, from the University of Durham.

Alexis Wegerich, PhD Head of ESG Analytics, Norges Bank Investment Management



Alexis Wegerich is the Head of ESG Analytics in the Active Ownership Department of Norges Bank Investment Management (NBIM). NBIM manages the Norwegian Government Pension Fund Global and is a minority shareholder in over 9 000 companies across 70 countries. The ESG Analytics team is responsible for analysing ESG data to inform investment and ownership decisions and to report on our responsible investment activities. Alexis works at NBIM since 2017 and previously held the position of Senior Economist. Prior to joining NBIM, Alexis gained substantial experience in academia and in the financial sector, serving in strategy consulting roles at Bain & Company and Deutsche Bank. Alexis holds a PhD in Economic History from the University of Oxford.

Anna Tilba (Moderator)

Professor, Durham University



Prof. Anna Tilba is a Professor in Strategy and Governance in Durham University Business School. She is internationally known for her research into the governance and accountability of UK financial service providers and institutional investor compliance with the codes of best practice. Prof. Tilba has extensive experience of working and advising the UK policy makers and regulators such as the UK Financial Conduct Authority, Competitions and Markets Authority, the UK Law Commission and Financial Reporting Counicl. She is Chair of the Review Subcommittee for Best Practice Principles for Shareholder Voting Research Providers and was co-leading a Diversity and Inclusion sub-group on Data and Research within the UK Pensions Regulator. Prof. Tilba is a member of the Advisory Board for the Pension Investment Academy and she is also a Policy Fellow at Cambridge University Centre for Science and Policy.

Varieties of Strategies in Investor Stewardship

Steven Friel CEO, Woodsford



Steven Friel is a lawyer and CEO of Woodsford, a collective redress business that specialises in helping institutional investors in collective and escalated engagement, up to and including litigation. Repeatedly recognised as a leader in ESG, law and finance by Chambers & Partners and Legal 500, Steven is a graduate of Cambridge University and graduated first in his class with a Master's degree in International Dispute Resolution from the University of London. He authors the leading treatise on the Law and Business of Litigation Finance. He is a Member of the Global Stewardship Committee of the International Corporate Governance Network, and he is an Advisory Board Member on Sustainable Governance and Law at University College London.

Catriona Glascott Lawyer. ClientEarth



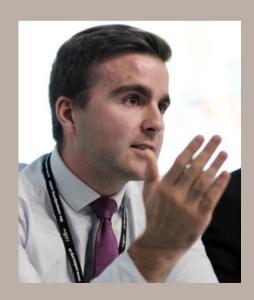
Catriona is a lawyer in the Accountable Finance team at ClientEarth. Her work focuses on developing and implementing legal strategies to reduce the negative impact of the bond market on climate and biodiversity, and to direct money flows towards a sustainable future. Before joining ClientEarth, Catriona worked as a Financial Services lawyer in London, for four years in private practice and four years in Enforcement at the Financial Conduct Authority. She is also on the BBC Expert Women programme and has worked in the UK Houses of Parliament and US Congress

Gavin Grant Head of Governance, Baillie Gifford



Gavin Grant joined Baillie Gifford in 2019 and is Head of Governance in the ESG Team. For more than 20 years he has been analysing the link between corporate governance and investment performance. His previous roles include Head of Active Ownership at Norges Bank Investment Management and Director of corporate governance analysis for Deutsche Bank. He began his career as a Portfolio Manager with Edinburgh Fund Managers PLC and Morgan Grenfell Asset Management. Gavin graduated MSc in Geography from The University of Dundee and MSc in Investment from The University of Stirling. He is a Non-Executive Director of Pensions & Investment Research Consultants Ltd (PIRC).

Lewis Johnston Director of Policy, ShareAction



Lewis is Director of Policy at ShareAction. He leads the policy teams in Brussels and London in their advocacy for stronger mandatory requirements for responsible investment practice. Lewis works with government departments and financial regulators to articulate the need for higher standards and embed them in policy and regulation, and has extensive experience of policy advocacy, having previously worked as Director of Policy for a global membership body. He has an MSc in International Development and Security from the University of Bristol.

David Trenchard David Trenchard Consulting Ltd.



David is a consultant on corporate governance, shareholder engagement, activist investment and capital markets - with a variety of advisory and non-executive roles. He is also a Non-Executive Director at Integrum ESG, as well as a number of other private companies. Until recently, David worked at Elliott Advisors (UK) Ltd where he led the Engagement Team in Europe on all aspects of stakeholder engagement. He was also formerly Vice Chairman of Knight Vinke, at the time one of Europe's best known activist investment firms. In this position, he was actively involved in the engagement with some of Europe's largest companies. Prior to his career in asset management, He was a Senior Consultant at Tulchan Communications, a leading London capital markets communications advisory firm. He previously spent 25 years in investment banking, was formerly a Member of Council at the Institute of Directors and sat on its Audit and Risk Committee. On stepping down from that role, David was invited to join the Advisory Board of the IoD's Centre for Corporate Governance. He is a member of the Global Stewardship Committee of the International Corporate Governance Network. David graduated from Cambridge University, with a degree in Economics.

Eva Micheler (Moderator) Professor, LSE



Her profile is available from http://www.lse.ac.uk/law/people/academic-staff/eva-micheler

Eva Micheler is a professor at the Law School of the LSE, where she is also a member of the management committee of the Systemic Risk Centre. Eva studied law at the University of Vienna and at the University of Oxford before joining the LSE Law School in 2001. She holds the venia legendi from the University of Economics in Vienna. She was a member of the Expert Group on Technical Aspects of Corporate Governance advising the European Commission and a member of the Investor Protection and Intermediaries Standing Committee of the European Securities Markets Authority. She also advised the UK Department for Business, Innovation and Skills regarding a project exploring the intermediated shareholding model. Eva has written widely on corporate and comparative law. Her most recent book is entitled Company Law – A Real Entity Theory (OUP 2021). Her work has been cited by the UK Supreme Court and by the Austrian Oberster Gerichtshof. Intermediated securities and holding and transfer systems have been a significant focus of her work.

Applying the lessons: Stewardship in High Emission Sectors

Sofia Bartholdy

Responsible Investment Integration Director, Church Commissioners



Sofia is the strategic lead for the Church Commissioners for England's approach to climate change and RI integration, including impact/solutions. Her responsibilities include implementing a strategy to meet the Commissioners' Net Zero by 2050 target and working with the investment teams to monitor external asset managers' RI practices and sustainability outcomes of the underlying portfolio across ESG themes and asset classes. In addition, she is on the Board of Directors of the Transition Pathway Initiative Ltd. She has held multiple RI roles for Tesco Pension Investment, the Principles for Responsible Investment and in consulting. She holds an MSc in Applied Economics and Finance from Copenhagen Business School and an MSc in Ecological Economics from Edinburgh University.

Bruce DuguidHead of Stewardship, Federated Hermes EOS



Bruce Duguid is head of stewardship at EOS. As well as overseeing the team of engagement professionals, Bruce leads engagements with environmentally-exposed companies across the oil and gas, mining, and utilities sectors. Bruce is particularly focused on engagement on climate change, contributing to CA100+ engagement as a member of the IIGCC Board and IIGCC's Corporate Programme Advisory Committee. Prior to joining EOS, he was head of sustainability at the UK Green Investment Bank, where he spent four years working on the project to establish the bank. This followed a variety of corporate strategy roles, including a management consultant position at the Boston Consulting Group.

Ben Mathews Company Secretary, BP



Ben Mathews is the Group Company Secretary of BP p.l.c., having been appointed to that role on 7th May 2019. Prior to joining BP, he was the Group Company Secretary of HSBC Holdings plc, a post that he held for six years. Ben joined HSBC from Rio Tinto, where he had been Company Secretary since 2007, managing the dual listings in London and Sydney. Before that, he spent more than five years with BG Group plc, the leading natural gas major now forming part of the Shell group. He has extensive experience in international corporates, mergers and acquisitions, corporate governance and share listing across a range of companies. He qualified as a chartered company secretary with PricewaterhouseCoopers in London. Ben graduated with honours in European Studies and French. After a period of post-graduate study, he was elected as a Fellow of the Institute of Chartered Secretaries and Administrators. He is vice-chair of the European Corporate Governance Council of the Conference Board and Executive Member at the corporate governance workstream of GC100, the association of General Counsel and company secretaries of the FTSE100.

John TeahanPortfolio Manager and Partner, Redwheel



John Teahan is a Portfolio Manager and Partner with Redwheel, managing equity funds with a 'value' investment style including the Redwheel Climate Engagement strategies. He also leads on sustainability research and engagement with portfolio companies for the Redwheel Equity Income & Value Team. Previously he worked at Schroders where he co-managed a number of UK, global and European equity income funds. John started his career in 2000 with Bank of Ireland Asset Management. He is a CFA Charterholder and a graduate of Trinity College Dublin. John currently hosts the CFA UK Climate Change Podcast Series.

Tom Gosling (Moderator) LBS



Tom Gosling is an Executive Fellow in the Department of Finance at London Business School, an Executive Fellow of the European Corporate Governance Institute, a member of the Financial Conduct Authority ESG Advisory Committee and a member of the Advisory Panel and the Stakeholder Insights Group at the Financial Reporting Council. His interests include: responsible investing, executive pay, the purposes of the corporation, and the debate on shareholder versus stakeholder capitalism. Tom has 20+ years of experience as a board adviser. He was a senior Partner at PwC where he established and led the firm's executive pay practice, advising multinational companies on corporate governance and executive pay. Prior to joining PwC, Tom was a Research Fellow in the Department of Applied Mathematics and Theoretical Physics at Cambridge University. He has a PhD in mathematics and is a Fellow of the Institute of Actuaries.

Navigating Fixed Income and Sovereign Stewardship: Strategies, Outcomes, and Challenges

Eugenia Unanyants-Jackson Global Head of ESG, PGIM



Eugenia Unanyants-Jackson is the Global Head of Environmental, Social & Governance (ESG), based in London. She is responsible for shaping and coordinating ESG strategy and execution across PGIM, chairing the PGIM ESG Council, engaging with key external stakeholders including clients, consultants, regulators, and the media, and partnering closely with the PGIM affiliates as well as Prudential Financial Inc.'s ESG and Sustainability groups. She joined PGIM Fixed Income in 2020 as the firm's inaugural head of ESG Research, where she was charged with managing the strategic integration of ESG research across all elements of the firm, including investment decision-making, and internal and external education and engagement. Prior to this, she was Global Head of ESG Research at Allianz Global Investors, leading the implementation of ESG integration across fundamental equity and fixed income strategies from 2016. She has previously held the role of Director of Governance and Sustainable Investment at BMO GAM (formerly F&C Investments). She received a diploma in Teaching English and German from the Tbilisi I. Chavchavadze State Institute of Western Languages and Cultures, and a MA in Public Administration from the Georgian Institute of Public Affairs. She is also a co-chair of the Corporate Governance and Stewardship Council for The Conference Board.

Victoria Barron Head of Sustainable Investment, Brightwell



Victoria joined Brightwell Pensions as Head of Sustainable Investment June 2020. She leads the company's stewardship and sustainable investment strategy, and supports Brightwell's clients with their net zero and sustainable investment strategies. She is cofounder and co-chair of the ground-breaking Assessing Sovereign Climate-related Opportunities and Risks project, a \$5trn AUM international investor initiative that has created a sovereign climaterelated risks and opportunities assessment tool. Prior to this, she was a Responsible Investment Analyst at Newton Investment Management, and has held similar roles at Hermes Equity Ownership Services, the FTSE Group and CCLA Investment Management. She has sat on numerous investor-related advisory bodies, including the Investment Association Climate Change Working Group, 30% Club Investor Group, UK Sustainable Investment and Finance Association Analyst Committee, the QCA Corporate Governance Expert Group and the Science Based Targets Financial Institution Expert Advisory Group. She has an Environmental Technology MSc from Imperial College and has studied at Manchester University and Oxford Said Business School.

Esther Law Senior Investment Manager, Amundi



Esther joined Amundi Asset Management in 2014. She is the Senior Portfolio Manager on Emerging Markets Sovereign debt and the Lead in Responsible Investing She co-manages Amundi's Flagship Emerging Markets Blended and Local Currency Funds as well as a number of Sovereign mandates. In recent years, Esther has increasingly focused on the topics of engagement and green investing within, and has taken on the role of Lead in Responsible Investing. She is Acting Co-Chair of the UN PRIled and TPI-led Assessing Sovereign Climate-related Opportunities and Risk (ASCOR) Framework which aims is to develop an assessment framework that enables the current and future climate change governance and performance of sovereigns to be fairly and appropriately measured, monitored and compared. She is also representing Amundi in the Global Investors for Sustainable Development (GISD) Alliance and UNDP led Sovereign SDG Bond Working Group which aims at promoting the development of the SDG bonds market. Esther was awarded the Fund Manager of the Year 2019 by Women in Finance London and ranked 2nd in The Most Astute Investors in Asian local currency 2020 (UK/EU/AUS category) by The Asset. Esther holds an MSc in Mathematical Trading and Finance from CASS Business School of City University of London and a BSc degree in Economics from the London School of Economics and Political Science.

Magali Van Coppenolle Global Head of Policy, Climate Bonds Initiative



Magali Van Coppenolle is the Global Head of Policy at the Climate Bonds Initiative, an investors-focused international organisation working to mobilise global capital for climate action. She has a background in financial regulation and international economic policy. Magali previously worked for the Bank of England, where she, among others, led the Bank's work on the climate negotiations for the UK 2021 Presidency of the G7. She also worked as an advisor to the Central Bank of Somalia, and the Ministry of Finance, for several years, on projects financed by the Norwegian Government, the World Bank and DfID. Magali is an economist by training and holds a dual MPP/ MPA from the London School of Economics and Political Sciences and the Hertie School of Governance in Berlin. She is a Board Member of the Belgian Royal Society of Political Economy.

Carmen Nuzzo (Moderator) Executive Director, Transition Pathway Initiative Centre, LSE



Carmen Nuzzo is a Professor in Practice & Executive Director, TPI Centre, Grantham Research Institute on Climate Change and the Environment, London School of Economics and Political Science. Carmen leads on setting and delivering the strategy of the Transition Pathway Initiative Centre (TPI Centre), as well as overseeing its research and operations. Established by some of the world's leading asset owners, the TPI Centre conducts independent, authoritative research and offers open-access data to support investors and policy makers in the transition to a lowcarbon economy. Prior to joining the TPI Centre, Carmen was Head of Fixed Income at the United Nations-supported Principles for Responsible Investment (PRI). She was responsible for the workstreams aiming at supporting PRI signatories incorporating environmental, social and governance (ESG) considerations in corporate, sovereign, subsovereign, securitised products and private debt instruments. She was also leading on the ESG in credit risk and ratings initiative, a PRI's flagship programme. Since 2014, her primary focus has been on sustainable economics and finance, building on her long-standing experience in economic and market analysis research, working as a macroeconomist since 1993 at Salomon Brothers, with subsequent roles at Citigroup and Morgan Stanley, and a stint at ShareAction. Carmen holds a Laurea cum laude in 'Political Science' (major economics) from La Sapienza University in Rome and a Ph.D. in 'Capital Markets and Business Finance' from the University of Bergamo. She was a visiting scholar at the N.Y.U Stern Business School, working for her dissertation on applications of the Ho-Lee model for bond pricing.