**Sunday April 10, 2016**

**\*\*\* INTRO VIDEO\*\*\***

**2.15– 2.25 Welcome & introduction**

* **Colin Tate**, chief executive, Conexus Financial

**2.25 – 2.50 Designing a pension organisation for long-horizon investing**

In this TedX style presentation, delegates will hear the rewards and costs of re-structuring a pension organization for long-horizon investing. In a session that will frame the entire conference, the experience of a large institutional investor will be discussed, exploring the experience of the board, internal staff and service providers.

* **Jaap van Dam**, managing director, strategy, PGGM
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce Jaap and the topic **(5 mins)**
* **Jaap** to give presentation covering the experience of PGGM – mentioning also some of the themes of the entire conference and topics that will be covered including ESG integration, asset allocation, external relationships and behavioural aspects **(20 mins)**

**Speaker biographies**

**Jaap van Dam, Managing director, strategy PGGM**

As principal director investment strategy, van Dam is responsible for the identification of best practice investment management and the continuous evolution of the investment management practice of PGGM on behalf of its clients. He is a member of the ALM committee and investment policy committee of PGGM. Van Dam is a member of the ICPM research committee, the investment board of the Dutch Federation of Pension funds (PF) and the EDHEC‐Risk Institute international advisory board. After graduating in 1987 from Rotterdam Erasmus University, where he studied finance, van Dam joined Algemene Bank Nederland (later ABN AMRO Bank). In 1990 he moved to Bank Mees & Hope (later Mees Pierson) holding various positions including head of funds research. From 1999 until 2004 he was responsible for portfolio construction, manager selection and risk budgeting with VermogensGroep as head of research and chief investment officer. Van Dam started at PGGM Investments in 2005 as head of in-house equities. In 2006 he was appointed chief strategist.

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**2.50 - 3.45 Long-term investing**

**3.45 – 4.00 Tea break**

The G20 and OECD have developed principles on long-term investment financing. This session will look at the challenges and opportunities for the public and private sector to implement these principles, embrace long-term investing, and in particular innovate and develop infrastructure investment.

* **Sharan Burrow**, general secretary, ITUC
* **Raffaele Della Croce** – Lead Manager, LTI Project, OECD
* **Roger Gray**, chief executive, USS Investment Management
* **Christian Seymour**, head of infrastructure, Europe, IFM Investors
* Chair: **Professor Stephen Kotkin**, John P Birkelund ’52 Professor in History and International Affairs, Princeton University

**Chairing notes**

* **Stephen** to introduce the topic and panelists **(5 mins)**
* **Roger** to open (follows directly on from Jaap Van Dam’s comments in previous session) – will have slides. Presentation will cover the characteristics of a long-term investor eg less trading, longer holding periods; but also long term incentives, rolling long-term perspective, collective result not individual performance; direct investing, more concentrated holdings. Note USS has an offsite not long after this event to discuss long-term investing **(10 mins)**
* **Christian** to discuss the strategy for long-term investing in infrastructure, and the role of governments releasing infrastructure that’s investable – mismatch, brownfield versus greenfield **(10 mins)**
* **Raffaele** to pick up on Christian’s points and discuss the OECD/G20 principles and workshops. Giving feedback regarding findings and progress following discussion with investors **(10 mins)**
* **Sharan** to bring it back to the big picture – why investors should be interested in investing for the long term, what infrastructure is needed, what impact investors can have on the broader economy **(10 mins)**
* Panel and audience Q&A **(10 mins)**

**Speaker biographies**

**Sharan Burrow, General secretary, ITUC**

Burrow was elected general secretary of the International Trade Union Confederation (ITUC) at its Second World Congress in Vancouver in June 2010. Previously president of the Australian Council of Trade Unions (ACTU) since 1992, she served as inaugural president of the ITUC from its foundation in Vienna in 2006, and of the International Confederation of Free Trade Unions (a predecessor organisation to the ITUC) from 2004. The ITUC is the world’s peak labour union body and represents 176 million workers in 161 countries and territories and has 325 national affiliates.

**Raffaele Della Croce, Lead manager, LTI Project, OECD**

Della Croce is lead manager for the Organisation for Economic Co-operation and Development (OECD) institutional investors and long-term investment project in the financial affairs division of the OECD. The project aims to facilitate long-term investment by investors such as pension funds, insurance companies and sovereign wealth funds, addressing both potential regulatory obstacles and market failures. Based on research produced for this project the OECD is contributing to policy discussions at the level of G20, Asia-Pacific Economic Cooperation (APEC) and the European Commission, in particular through the new G20/OECD taskforce on institutional investors and long-term financing. As part of the OECD Futures Programme, Della Croce has also worked on the project Transcontinental Infrastructure Needs to 2030/50 in the advisory unit to the Secretary General. Prior to joining the OECD in 2010, he worked in the financial industry for eight years, mainly with Ernst & Young and Moody’s Investors Services, in London. As part of international teams advising governments or private consortia, he has been involved in the analysis, structuring and negotiation of the largest transactions in the utilities and infrastructure sectors in the Europe, Middle East and Africa region. Della Croce also serves on the advisory committee of the OECD Provident Fund. He was educated at University La Sapienza in Rome and Columbia University in New York.

**Roger Gray, Chief executive, USS Investment Management**

Gray has been chief investment officer at Universities Superannuation Scheme from September 2009, and also chief executive officer of USS Investment Management Limited from September 2012. He joined USS from Hermes Fund Managers where he left as chief investment officer. Prior to that, Gray worked for UBS as chief executive officer/chief investment officer at UBS Asset Management in Switzerland and also as global head of asset allocation and currency for UBS Brinson/UBS Global Asset Management. He began his career at Rothschild Asset Management in 1983, starting as a manager, rising to head of fixed income and currency and later to chief investment officer and head of institutional business. He has MA degrees from Oxford University (philosophy, politics and economics) and Harvard University (economics). At Harvard he was a teaching fellow for international trade and finance and for commodity and securities markets.

**Christian Seymour, Head of infrastructure, Europe, IFM Investors**

Seymour is responsible for the infrastructure business in UK/Europe and for oversight of IFM Investors’ European infrastructure portfolio. He has a background in acquisitions, marketing, project development and operations management of energy and related infrastructure developments. For more than 20 years, he has worked on medium to large-scale projects for companies including Duke Energy, Santos, BHP Billiton, Bechtel and Woodside, successfully leading multidisciplinary project teams. Seymour represents IFM Investors as a director on the boards of Anglian Water, Arqiva Limited and Manchester Airports Group. He holds a Bachelor of Engineering (First Class Hons) from the University of Queensland, a Master’s of Commercial Law from the University of Melbourne, and an MBA from Queensland University of Technology.

**Chair: Professor Stephen Kotkin, John P Birkelund ’52 Professor in History and International Affairs, Princeton University**

Kotkin has taught at Princeton University since 1989. He is also a fellow at the Hoover Institution at Stanford University. He is the author of Stalin, vol. I: Paradoxes of Power, among other books. For several years he was the book reviewer for the New York Times Sunday Business section (2006–2009), and today writes reviews for the Wall Street Journal and TLS. Kotkin earned a PhD from University of California Berkeley (1988).

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**3.45 – 4.00 Tea break**

**4.00 - 4.40 Integrating carbon risks: do taxes work?**

Policy, economics and risk – integrated assessment modelling of climate change

The move towards climate change taxes as a way of tackling the problem, the way we calculate how high the taxes should be, and how the taxes compare to the profits and revenues of leading fossil fuel companies.

* **Dr Chris Hope**, reader in policy modelling, Judge Business School, Cambridge University
* Chair**: Fiona Reynolds**, managing director, PRI

**Chairing notes**

* **Fiona** to introduce
* **Chris** to speak **(30 minutes)**
* Q&A **(15 minutes)**

**Speaker biographies**

**Chris Hope, Reader in policy modelling, Judge Business School, Cambridge University**

Hope was nominated by the UK Government as lead author and review editor for the Third Assessment Report of the Intergovernmental Panel on Climate Change, and is an advisor to HM Treasury and to DEFRA, as well as an invited member of the OFGEM Environmental Economist panel. Hope was the specialist advisor to the House of Lords Select Committee on Economic Affairs Inquiry into aspects of the economics of climate change, and an advisor on the PAGE model to the Stern review on the Economics of Climate Change. He is a member of the editorial board of the journals Integrated Assessment, Transport Policy and Energy & Environment, and manager of the James Tye, British Safety Council Research Fellowship. Hope’s research interests involve numerical information in public policy and the integrated assessment modelling of climate change, and he has published extensively in books and peer-reviewed journals. He has completed PAGE09, the latest version of the PAGE integrated assessment model, and is now using it to investigate and publish papers on climate change policies in developed and developing countries. The model has also been used by the US EPA to develop estimates of the social cost of carbon. He has a BA from the University of Oxford, and an MA and PhD from the University of Cambridge.

**Chair: Fiona Reynolds, Managing director, PRI**

Reynolds is responsible to the Principles for Responsible Investment (PRI) board for global operations, which includes more than 1,350 signatories representing more than $45 trillion in assets under management, across 50 countries. Reynolds has more than 20 years’ experience in the pension sector working in particular with the Australian government and has played a key role in advocating pension policy change on behalf of working Australians. Reynolds has a particular interest in retirement outcomes for women. Prior to joining PRI, Reynolds spent seven years as the chief executive at the Australian Institute of Superannuation Trustees, an association for Australian asset owners. Reynolds has formerly been a director of AUSfund, Industry Funds Credit Control, Australia and for UNHCR and the National Network of Women in Super. In September 2012 she was named by the Australian Financial Review as one of Australia’s top 100 women of influence for her work in public policy. Reynolds also serves on the councils of the International Integrated Reporting Council, Tomorrow’s Company, the Global Advisory Council on Stranded Assets at Oxford University and on the Business for Peace steering committee.

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**4.40 - 5.30 Portfolio decarbonisation: how investors are dealing with carbon risks**

How are investors reacting to the announcements of COP21? This session will showcase investors that have embraced de-carbonisation of their portfolios including case studies of implementation.

* **Laurent Deborde**, head of portfolio management, Groupe Caisse des Depots
* **Mark Mansley**, chief investment officer, EAPF
* **Erik van Houwelingen**, trustee and chair of investment committee, ABP
* Chair: **Fiona Reynolds**, managing director, PRI

**Chairing notes**

* **Fiona** to introduce the session and panelists **(5 mins)**
* Each presenter to give a **5 minute** overview on how they are tackling portfolio de-carbonisation **(15 mins)**

**Issues to cover**

* Engagement and divestment
* De-carbonisation and how each investor is doing it
* Allocations to low-carbon investments
* Impact on returns

**Suggested questions**

The Paris Agreement announced on 12th December provides investors with a clear policy signal; 190+ countries will work towards a climate “well below” 2 degrees, with the ambition to “pursue efforts” for 1.5 degrees.  The credibility of the agreement rests in legally required submission of national emissions reduction plans, with 5-year reviews, a ratcheting mechanism and transparent reporting on progress.

On 16th December, over 100 investors with $10 trillion welcomed the agreement through the Paris Pledge for Action, a public statement supported by PRI, which reached 11 million people.

During COP 21 itself, PRI’s most engaged signatories committed nearly €40 billion to low carbon investment.  Over US$600 billion was committed to portfolio decarbonisation (via the Portfolio Decarbonization Coalition comprising 25 investors) and investors with total AUM of US$10 trillion committed to portfolio carbon footprinting of an entire or portion of a portfolio (via the Montreal Carbon Pledge).

In terms of fossil fuel companies, a US and European “divide” became apparent immediately before the agreement.  Several European oil and gas majors including Shell and Eni indicated publicly their support for below 2 degrees and carbon pricing, while investors have reported that dialogue with US companies such as Exxon Mobil remain cordial but frustrating.   Divestment from coal has become a less controversial issue, considered by some a wise investment decision given poor performance and bankruptcy of several coal companies.

**2016: a strong and engaged investor base**

Overall, there is significant investor appetite for further action on climate change within the PRI signatory base.   In the recent PRI signatory satisfaction survey, over one fifth of respondents indicated PRI should focus attention on climate change. Finance sector initiatives are already accelerating, including the G20 work stream on green finance, launched in January and substantial investor support for the 2016 Aiming for A shareholder resolutions.

Investors are already considering the new Sustainable Development Goals, with several PRI signatories already committed to supporting their implementation through engagement with companies. Two of the Sustainable Development Goals specifically relate to climate change: affordable and clean energy, and climate action. Many of the other goals - including poverty, food security, water and infrastructure - will be unachievable without a safe and stable climate.

The panel will explore the actions investors are taking post Paris:

**Questions**

1. Will be to all panellists – and I will ask you to outline your organisations key activities/approaches to dealing with Climate Change **(this is 3 to 5 minutes each)**
2. **Mark** – I will ask you questions around engagement, what activities EAPF is undertaking, the Aiming for A coalition, Engagement platform with the Bank of England – this can lead into some discussion with the panel on Divestment vs Engagement
3. **Laurent** – I will ask you about the French Energy Transition Law – to explain the requirements for investors and companies, and this can lead into a discussion with the panel on disclosure – voluntary vs regulation, carbon footprinting pros and cons
4. **Erik** – I will ask you about setting a decarbonisation target, how you came to this decision, what steps you undertook, your allocation to low carbon assets, the impact on your portfolio – risk/return – Dutch possible regulations on carbon footprinting – I will bring the other panellists into the discussion as well
5. I will discuss EU regulation in the pipeline – setting Europe as leading on the issue of climate
6. I will bring you all into the discussion – with the collapse of the oil price are we in danger of an oil price rebound
7. We will then go to the audience and bring in questions

**Speaker biographies**

**Laurent Deborde, Head of portfolio management, Groupe Caisse des Depots**

Deborde has headed the team managing the €80 billion ($89 billion) multi-asset class portfolio of the saving funds at Caisse des dépôts since 2009. Deborde is also member of the group of experts established by the European Securities and Markets Authority to provide it with advice on financial innovation. Before that Deborde held various positions in fixed income markets. In 2005, he took an active part in the development of the PRI, as a member of the expert group which drafted the principles. Deborde holds master degrees in engineering from Ecole Centrale de Paris and in economics from Université Paris 1 Sorbonne; he holds the Chartered Financial Analyst designation.

**Mark Mansley, Chief investment officer, EAPF**

Mansley has more than 30 years of experience in investment. As well as helping develop the Environment Agency’s responsible investment strategy over the past decade (since 2011 as an employee), he worked with Rathbone Greenbank Investments, managing investments for charities and, in particular, pioneering impact investment. Previously, he advised the Universities Superannuation Scheme on climate change, and helped several fund managers, such as Aviva, improve their investment processes and integrate sustainability considerations. He has a mathematics degree from Cambridge and is a Chartered Fellow of the Securities Investment Institute.

**Erik Van Houwelingen, Trustee and chair of investment committee, ABP**

Van Houwelingen has been a member of the board of trustees at Dutch pension fund ABP since 2012. He also serves as chairman of the investment committee and member of the communication and outsourcing committees. Next to his role at ABP van Houwelingen has launched and is working on several start-ups in the fields of investment management and pension communication. He also currently serves as chair of the supervisory board of Syntrus Achmea, the asset management organisation of Dutch insurer Achmea. From 2011 through 2014 he was managing partner at Montae, a consultancy firm in the domain of collective pensions with a focus on investment and risk management, pension scheme design and governance. Prior to this role he worked at Dutch insurer Aegon for 17 years in different functions, including as chief executive of Aegon‘s global asset management organisation. Van Houwelingen received a PhD in banking and finance at the University of Georgia in the US where he also lectured for two years. His earlier education in the Netherlands was at Nyenrode Business University.

**Chair: Fiona Reynolds, Managing director, PRI**

Reynolds is responsible to the Principles for Responsible Investment (PRI) board for global operations, which includes more than 1,350 signatories representing more than $45 trillion in assets under management, across 50 countries. Reynolds has more than 20 years’ experience in the pension sector working in particular with the Australian government and has played a key role in advocating pension policy change on behalf of working Australians. Reynolds has a particular interest in retirement outcomes for women. Prior to joining PRI, Reynolds spent seven years as the chief executive at the Australian Institute of Superannuation Trustees, an association for Australian asset owners. Reynolds has formerly been a director of AUSfund, Industry Funds Credit Control, Australia and for UNHCR and the National Network of Women in Super. In September 2012 she was named by the Australian Financial Review as one of Australia’s top 100 women of influence for her work in public policy. Reynolds also serves on the councils of the International Integrated Reporting Council, Tomorrow’s Company, the Global Advisory Council on Stranded Assets at Oxford University and on the Business for Peace steering committee.

**Sunday April 10, 2016**

**5.30 – 6.15 Learning from financial history**

**6.15 - 7.30 Welcome cocktails**

**The Fitzwilliam Museum**

John Maynard Keynes is a famous economist but he was also bursar of King’s College after World War I. So what was he like as an investor, and what do his style preferences, tilts and strategies tell us about long-term investing? This session will draw on the paper that won the Financial Analysts Journal’s Graham and Dodd Best Perspectives Award in 2015, “The British Origins of the US Endowment Model” which outlines Keynes’ track record as an investor, including his view on currencies and art as an investment.

* **David Chambers** Reader in Finance, academic director of the Newton Centre for Endowment Asset Management, Cambridge University, Judge Business School
* Chair: **Professor Stephen Kotkin**, John P Birkelund ’52 Professor in History and International Affairs, Princeton University

**Chairing notes**

* **David** will speak for **30 minutes**
* Q&A **15 minutes**

**Note that David will also be giving an explanation of the paintings in Keynes’ investment portfolio, and why he held them, at the cocktail function at the Fitzwilliam Museum**

**Speaker biographies**

**David Chambers, Reader in finance, academic director of the Newton Centre for Endowment Asset Management, Cambridge University, Judge Business School**Chambers is Reader in Finance and a Keynes Fellow at Judge Business School, Cambridge University. He received his PhD in 2008 from the London School of Economics and was a post-doctoral fellow in economics at Oxford University from 2005-2008. His research interests span asset management and financial history and he has published in the *Journal of Finance*, the *Journal of Financial and Quantitative Analysis*, the *Journal of Economic Perspectives*, the *Journal of Economic History,* the *Economic History Review* and *Explorations in Economic History* as well as the *Financial Analysts Journal*and the*Journal of Portfolio Management*. His research has been cited in the *Financial Times, Wall Street Journal, The New York Times, The Economist, Forbes*and the *Nikkei Shimbun*and covered by the *BBC* and *Bloomberg TV*. He directs the Centre for Endowment Asset Management at Judge Business School, which conducts research into long-horizon investing. He also sits on the editorial board of the *Financial Analysts Journal.*Prior to returning to full-time education in 2001, Chambers worked for 20 years in investment banking at Barings, Hotchkis & Wiley and Merrill Lynch where he gained experience in asset management, mergers and acquisitions and venture capital in Europe, Japan and the United States. He sits on a number of investment committees in Cambridge and London.

**Monday April 11, 2016**

* 1. Registration

**\*\*\* INTRO VIDEO\*\*\***

**8.30 Welcome**

* **Colin Tate**, chief executive, Conexus Financial

**8.40 - 9.20 Geopolitics and uncertainty**

With the financial system now more stable, one of the biggest risks to markets is geopolitics. Professor of History at Princeton and geopolitical specialist Stephen Kotkin says geopolitical risk, which is ubiquitous, is always triggered unexpectedly. So how do investors get anything right in the next 40 years? To what extent does geopolitical risk contribute to market volatility? And how should investors account for this in the management of their portfolios.

* **Professor Stephen Kotkin**, John P Birkelund ’52 Professor in History and International Affairs, Princeton University
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce Stephen **(5 mins)**
* **Stephen’s** presentation **(30 mins)**

The presentation will be within the larger framework of geopolitical risk calculation but Russia heavy this time. Will update people briefly on the points about China (and the Kurdistan question) that was presented at Chicago.

* Audience Q&A **(5 mins)**

**Speaker biographies**

**Professor Stephen Kotkin**, **John P Birkelund ’52 Professor in History and International Affairs, Princeton University**

Kotkin has taught at Princeton University since 1989. He is also a fellow at the Hoover Institution at Stanford University. He is the author of Stalin, vol. I: Paradoxes of Power, among other books. For several years he was the book reviewer for the New York Times Sunday Business section (2006–2009), and today writes reviews for the Wall Street Journal and TLS. Kotkin earned a PhD from University of California Berkeley (1988).

**Monday April 11, 2016**

**9.20 – 10.00 Artificial intelligence; will it revolutionise investing?**

Much has been made of recent advances in artificial intelligence but are these new developments evolutionary or revolutionary? Pattern recognition, the most basic unit of intelligence and big data techniques have been used for years and successfully applied to the field of financial investment. Is the recent media storm on artificial intelligence justified or is this just the latest incremental step on a long and gradual journey?

* **David Harding**, founder and chief executive, Winton Capital
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **David** will speak for **30 minutes**
* Q&A **(10 minutes)**

**Speaker biographies**

**David Harding, Founder and chief executive, Winton Capital Management**

Harding is the founder and chief executive of Winton Capital. Since graduating from Cambridge University with a degree in natural sciences, he has started two of the world’s leading quantitative investment companies: AHL and Winton. Founded in 1997, Winton is a global investment manager specialising in the application of scientific methods to financial markets. Harding’s philanthropy focuses on promoting scientific research and science education. His notable endowments include the Winton Chair for the Public Understanding of Risk at Cambridge University, the Winton Programme for the Physics of Sustainability at the Cavendish Laboratory, the Harding Centre for Risk Literacy at the Max Planck Institute in Berlin and the Maths Gallery at the Science Museum in London. He is an honorary fellow of the Science Museum and St Catherine’s College in Cambridge.

**Monday April 11, 2016**

10.00 – 10.45 What responsible stewardship in asset management means in practice

10.45 – 11.10 Morning tea

In today’s environment both asset managers and asset owners need to be forward thinking, open, honest and transparent. So what does it mean to be a responsible steward of assets?

* **Campbell Fleming**, chief executive, Columbia Threadneedle
* **Rob Gardner**, co-chief executive, Redington
* **Aileen Mathieson**, chief investment officer, Zurich UK
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to make introductory remarks. This is the session that will introduce many themes that will be carried throughout the conference **(5 mins)**
* **Campbell** to set the scene with brief overview including defining the terms of responsible stewardship to include: value for money, transparency and being a long-term, responsible investor.
* **Rob** to discuss challenges he has with clients of thinking holistically about these issues. Pick up on point around transparency and fees. This is an issue that hasn’t really had a light shone on it. Will force fees down and stronger players will survive. There is too much fat in the system and that has to be the driver
* **Aileen** to discuss her experience and focus on the challenges of implementing some of these ideas. Aim is to determine what behaviours and processes in the industry need to change to achieve improved outcomes.
* **Campbell** to comment on the responsible behaviours of the industry and what needs to change. How the industry can shift to be more long term, and making responsible stewardship “part of the furniture”.
* Audience Q&A

**Speaker biographies**

**Campbell Fleming, Chief executive, EMEA and global chief operating officer, Columbia Threadneedle Investments**

Fleming joined Threadneedle Asset Management Limited as head of distribution in November 2009 and became chief executive in March 2013. Before joining the company, Fleming was managing director of JP Morgan Asset Management’s UK business. He had been with the group for 12 years, first joining Robert Fleming Asset Management in 1997. Prior to that he held a variety of regulatory and legal roles in the UK and Australia. Fleming gained a Diploma in Law at the Barristers and Solicitors Admission Board in conjunction with the University of Sydney Law School in 1991. He has been admitted to the Supreme Courts of England and Wales as well as New South Wales, Australia. Formerly a board member of the Investment Association and a governor of the Pensions Policy Institute, he is currently chairman elect of ICI Global and member of TheCityUK Advisory Council.

**Rob Gardner, Co-chief executive, Redington**

Gardner believes everybody from individuals to companies to governments should feel confident and in control of their financial future, which is why he co-founded Redington and RedSTART. Redington is an investment consultancy that designs, develops and delivers investment strategies to pension funds and insurance companies around the world. Redington advises clients with more than £300 billion ($431 billion) of assets. In 2008, Gardner co-founded mallowstreet.com, the online community for the pensions industry. In 2012, he founded RedSTART, a financial literacy education program to help young people feel confident and in control of their financial future. He is one of aiCIO’s world’s top investment consultants and is in the Financial News top 100 people in European capital markets. Outside of the world of pensions, Gardner is an avid supporter of Commando Spirit, a charity supporting ex-marines and their families; he recently abseiled down the Shard to raise money for them. He is also a board member of the Catalyst Club, part of Cancer Research UK, whose aim is to bring forward the day we cure cancer. Prior to Redington, Gardner was a director in Merrill Lynch’s insurance and pensions solutions group. He started his career at Deutsche Bank in 2000 and is an alumnus of St Anne’s College, Oxford.

**Aileen Mathieson, Chief investment officer, Zurich UK**

Mathieson was appointed unit linked chief investment officer in November 2014. She is responsible for all investment activities and investment operations for the UK non-balance sheet assets. She joined Zurich from Nucleus Financial Group, a UK retail platform where she served as a board director and chief financial officer for almost five years and was responsible for the finance, risk and compliance functions. Prior to Nucleus, Mathieson was chief operating officer of Standard Life Savings Ltd. She joined Standard Life in January 2007 from Diageo plc where she held a number of senior finance roles across the group. Mathieson qualified as a chartered accountant with KPMG in Scotland in 1993 after which she worked for EMI Music plc before joining Diageo plc in 1999.

**Monday April 11, 2016**

10.45 – 11.10 Morning tea

**11.10 – 11.50 Defining an effective investor/manager relationship**

How can institutional investors get the best from their relationships with external managers? What does an effective relationship look like and how can investors and their service providers share knowledge experience and resources to provide the best possible outcomes for their beneficiaries.

* **Simon Lee**, head of M&S Pension Trust and chief investment officer for the Marks & Spencer Pension Scheme
* **Stephen Siderow**, managing partner and co-president, BlueMountain
* **David Stewart**, director, strategic institutional solutions, Santander
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

1. Chair to introduce the session and speakers **(5 minutes)**
2. A theme-setting introduction by **Stephen** **(10-15 mins)**
3. **Simon and David** to respond to Stephen’s introduction **(5 min each)**
4. A Q&A/conversation among the panellists highlighting their views on some key points **(15 mins)**
5. Questions from the floor **(10 mins)**

**Next steps**

1. Need to agree on the questions that the Chair will ask the panellists to get the conversation flowing **(see below for potential questions)**

**Content detail**

**Introduction (Stephen)**

* We would like to talk today about ways in which we believe asset owners are able to maximise their external manager relationships outside of the traditional investment arena
* We have noticed and welcomed a shift over the last decade towards greater thought partnership and integration between investors and investment managers
* We believe that asset owners should be able to benefit from the following;
  + Customised and tailored investment solutions (e.g. single investor funds, customised reporting, fees)
  + Thought partnership / consultation around asset owners broader portfolio construction issues (e.g discussion around the best way to get exposure to high yield, which index to use, volatility options etc)
  + Access to thematic and idiosyncratic opportunities (e.g. co-invest / idiosyncratic)
  + Assisting in underwriting asset owners portfolio investments (e.g. investigating and presenting findings around a potential investment by asset owner into private Loan/syndication)
  + Structuring or advising on tail hedge or overlays for specific exposures in other parts of asset owners portfolios (e.g. timberline class B)
  + Thought partnership and advisory around business related issues (e.g. thought partnership sessions around implementation and structure of risk management tools, technology and/or sharing how we use technology and tools for information sharing etc)
  + Partnering to understand and resolve governance/regulatory issues that do or may impact asset owners (e.g. Solvency II & AIFMD, implications, limitations and possible solutions)
  + Educational sessions (presenting to a group about evolution of CDS, market liquidity).  May not be to investment team, could be to other parts of our investors business (operations, risk management etc)

**Simon’s response**  
**Key points to raise:**

* The challenge of bringing trustees along the journey, will raise the M&S evolving governance story
* Areas where he believes the relationship with managers can be improved, and a deeper relationship could evolve
* The benefits of a deeper relationship including taking information from managers and acting on that information and research

**David’s response  
Key points to raise:**

* Also reiterate the governance challenge, and the intellectual capacity needed in-house to deal with “complexity premia”
* Implementation issues - asset allocation buckets are still remarkably conventional

**Question ideas**

1. Picking up on the point from David, the traditional asset allocation approach of filling asset class buckets is an obstacle to this kind of approach. There are a few investors globally that are abandoning this type of asset allocation – the Future Fund and New Zealand Super for example do not have asset class allocations.

Stephen what is your view of current asset allocation practices given they may be restricting investors accessing the best opportunities?

1. These types of relationships will require time and effort to monitor and understand. From an asset owner point of view, Simon and David, what needs to change internally within asset owners to enable these types of relationships?
2. Often in this industry the most innovative and interesting investments are hard to access. If you’re a larger investor you have more chance, what about smaller investors, will they be penalised by the advent of these types of relationships?
3. From an asset manager point of view these new relationships are also adding cost and complexity, how do you decide what is right for your business and at the same time right for your clients?
4. What are the benefits of deeper relationships between asset owners and managers that we haven’t discussed? Will there be an impact on fees? How do you measure the impact of the return when some of the benefits will be intangible in traditional measurement terms eg information sharing?

**Speaker biographies**

**Simon Lee, Head of M&S Pension Trust and chief investment officer for the Marks & Spencer Pension Scheme**

Lee leads the executive team that supports the trustee and is responsible for all aspects of scheme governance and investment and funding. The scheme has assets in excess of £8.5 billion ($12.2 billion) and 116,000 members. Prior to joining M&S in July 2015, Lee spent seven years at Lloyds Banking Group as head of investments with responsibility for the investment strategies for a large number of defined benefit and defined contribution schemes. Previously he was head of strategy and investment for the UK pension schemes of telent (formerly Marconi and GEC). He is a fellow of the Institute of Chartered Accountants, a graduate of the University of Southampton, a member of the PLSA DC Council and of the pre-emption group of the Financial Reporting Council.

**Stephen Siderow, Managing partner and co-president, BlueMountain Capital Management**

Siderow is also the co-founder of BlueMountain Capital Management, a leading alternative asset manager with $21 billion in assets under management and approximately 300 professionals worldwide. At BlueMountain, he oversees the firm’s business development and strategic initiatives. Siderow is also a member of the firm’s management and compliance committees. Prior to co-founding BlueMountain in 2003, Siderow was a senior consultant with McKinsey & Company’s New York Office, where he focused on the financial services industry, serving senior management executives and chief executives on a variety of issues in business strategy, organisation and operations. Prior to that, Siderow was a corporate attorney with Cleary, Gottlieb in New York. Siderow serves on the board of directors of the Birthright Israel Foundation, a program that provides the gift of first-time peer education trips to Israel for young Jewish adults. Siderow serves on the board of directors of Ars Nova, which provides training and development programs to young performing artists. Siderow is also a member of the advisory board of the Hertzberg Palliative Care Institute at Mt Sinai Hospital whose mission is to advance the field of palliative medicine through clinical, educational and research initiatives. He holds a JD cum laude from Harvard Law School and Bachelor’s degree, magna cum laude, in Philosophy from Amherst College. Siderow was also a Fulbright and a Sheldon Scholar in Israel.

**David Stewart, Director, strategic institutional solutions, Santander**

Stewart joined Santander Asset Management UK in May 2012. He has 25 years' experience in investments, 17 years of which have been at chief investment officer level in a range of sectors in Europe, North America and the Middle East. Prior to joining Santander Asset Management UK, Stewart was global chief investment officer and senior vice president at Butterfield Bank where he led the turnaround and integration of the group's investment proposition. Other positions he has held include head of research at Abu Dhabi Investment Authority, chief Investment officer at JM Finn & Co, during which time he was Citywire AAA rated, and head of investments at MGM Assurance.

**Monday April 11, 2016**

**11.50 – 12.30 How have long-term mandates performed? Lessons from the past,**

**ideas for the future**

**12.30 – 1.30 Lunch**

Do longer-term mandates produce outperformance, better behaviour and more security for investors? This session will explore the learnings from a Towers Watson innovation more than 10 years ago*,* where managers were awarded long-term mandates. This session will look at both the consultant and client experience and how the mandate of the consultant and fiduciary manager affected the outcomes.

* **Roger Urwin**, global head of content, Towers Watson
* **Andy Waring**, chief executive, MNOPF
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to introduce the session and speakers **(5 mins)**
* **Andy** to speak on the fund and governance structure and how that has changed over time. A representative board which creates a certain type of board that finds investment conversations difficult. Expansion of governance, and 10-year mandates. The this year moved from separate accounts to a Towers Watson fund **(15 mins)**
* **Roger** to discuss why, in 2003, they thought 10-year mandates were a good idea, and MN took it on. How they constructed the mandates, whether they were successful, what the learning was. Agency issue a key dimension, the incentive structures and asymmetry of information. Long term mandates need commitment and trust – how do you achieve that, organisational set up and people are worthy of that trust **(15 mins)**
* Audience Q&A **(15 mins)**
* **Both have slides**

**Speaker biographies**

**Roger Urwin**, **Global head of content, Towers Watson**

Urwin assumed the new post of global head of investment content in July 2008 after acting as the global head of the investment practice from 1995 to 2008. He joined Watson Wyatt in 1989 to start the firm's investment consulting practice. He is also involved with the Towers Watson thought-leadership group, Thinking Ahead Group. He is the author of a number of papers on asset allocation policy, manager selection and governance and sustainability. He is an advisory director to MSCI, is on the CFA Future of Finance Council and was formerly a CFA board member. Urwin has a degree in mathematics and a Master's in Applied Statistics from Oxford University. He qualified as a Fellow of the Institute of Actuaries in 1983.

**Andy Waring, Chief executive, MNOPF**

Waring has been chief executive of the Merchant Navy Officers’ Pension Fund (MNOPF) since 2008 and has guided it through a series of landmark industry initiatives including innovative investment governance arrangements, cutting-edge deficit management and market-leading insurance solutions. He took the old section of the MNOPF from a funding level of 81 per cent in 2008 through to full funding and wind-up in 2014 and the new section of the fund has a well-established journey plan to achieve full funding within the next 10 years and benefits from the MNOPF’s industry leading delegated chief investment officer arrangement and structured contribution programs from some 350 employers. More recently, Waring led the sale of Ensign Pensions Administration (formerly MNPA), part of the MNOPF Group, to JLT Employee Benefits and became chief executive of Ensign Pensions, providing independent trustee executive and secretariat services to multi-employer pension funds. Through Ensign he has led the establishment of the Ensign Retirement Plan, a new DC master trust offering for the maritime industry a copy of which has been placed within the MNOPF allowing participating employers to introduce new active members into the MNOPF. Waring is a fellow of the Institute and Faculty of Actuaries, a fellow of the Chartered Management Institute and a governor of the Pensions Policy Institute, an educational charity which provides non-political independent comment and analysis on public policy on pensions and the provision of retirement income in the UK.

**Monday April 11, 2016**

**12.30 – 1.30 Lunch  
  
\*\*\* INTRO VIDEO\*\*\***

**1.30 – 2.30 Overcoming behavioural biases**

We are only human! To what extent do behavioural biases jeopardise investment decisions? This session will discuss the common, and not so common, biases that effect investments and the systems and processes that can be put in place to overcome them.

* **Mark Fawcett**, chief investment officer, NEST
* **Tim Hodgson**, head of the Thinking Ahead Group, founder of the Thinking Ahead Institute, Towers Watson
* **Eddie Perkin**, chief equity investment officer, Eaton Vance
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to make introduction – the session will cover the unsophisticated investor, the investment committee, and the investment professional and how they are all subject to different behavioural biases **(5 minutes)**
* **Mark** to discuss the experience at NEST – this includes observing the biases of myopia, status quo bias, procrastination, loss aversion, the paradox of choice, and naïve asset allocation. How do we make people make sensible decisions. Narrative will be that individuals make bad decision and these are ways we mitigate them. **(10 mins)**
* **Tim** to speak about dysfunctional behaviour (rather than specific behaviours) of investment committees. Look at the bad decisions of institutional investors and ways to mitigate those – bring in ideas of cognitive diversity and building effective teams. Will mention paper on hiring and firing managers and how that is an excellent opportunity to destroy value **(10 mins)**
* **Eddie** to discuss from the point of view of professional investors. The involvement of behavioural finance into their practice, how EV (and formerly Goldman Sachs) incorporate processes to account for behavioural biases. **(10 mins)**
* **Panel Q&A** **(10 mins)**
* **Q&A from the audience** **(15 mins)**

**Notes from Edward Perkin, Chief Equity Investment Officer at Eaton Vance**

**Premise**The study of human biases and behaviour is the hottest area in modern economics. Since the turn of the century, two well-known behavioural economists have won the Nobel Prize in Economics, Daniel Kahneman (2002) and Robert Shiller (2013). In our observation, the academic literature has focused on identifying human biases that lead to weaknesses in traditional economic models, but comes up short in proposing practical solutions for an investment decision-making setting. We aim to address this shortcoming.

**Decision Types**

Two types of decision:

1. The leader has already made up his/her mind.
   * Abraham Lincoln story -- The 16th president once called his advisers together to offer their opinions. When all disagreed with him, he said: "There are 12 against and one for. The ayes have it."
2. The leader is uncertain of the correct course of action and wants to hear all the facts/options.
   * Mark Kelly story – Mark Kelly is an astronaut who is married to Gabrielle Giffords, a US Congresswoman who was shot in 2011. On the morning of Giffords’ brain operation, the doctors changed their minds on the type of procedure to pursue, Kelly had to make the life-or-death decision while under emotional duress. Reflecting on the dangers of groupthink from his days at NASA (“None of us is as dumb as all of us”) he gathered the group of doctors and interviewed them, starting with the most junior intern to avoid conformity of thought.

In an investment decision-making setting, we are typically dealing with this second decision type. The range of potential outcomes is wide, information is incomplete, and the leader is sufficiently humble to admit uncertainty.

**Decision-Making Effectiveness of Groups**

* *Extraordinary Popular Delusions and the Madness of Crowds*, Charles Mackay (1841)
* *The Wisdom of Crowds: Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations*, James Surowiecki (2004)

**Ineffective Group Traits**  **Effective Group Traits**

Large in size (>10) Small in size (4-8)

Members have similar backgrounds Diverse backgrounds/expertise

Conformity of members Independence of members

Hierarchy Lack of hierarchy

**Actionable Suggestions**

1. The leader should set the tone for the group.
   1. Conformity is frowned upon. Wild ideas are welcomed.
   2. Debate and professional confrontation are encouraged.
2. Work to undermine the biases of hierarchy.
   1. Give team members the cover of anonymity and blind votes.
   2. Junior person speaks first.
   3. Leader does not reveal his/her preference.
3. Build diverse teams.
   1. Diversity of backgrounds, perspectives, and areas of expertise.

**Speaker biographies**

**Mark Fawcett, Chief investment officer, NEST**

Fawcett has been an investment manager for the past 27 years and has managed money at a variety of institutions. At Gartmore, he was head of Japanese equities while at American Express Asset Management International he was chief investment officer. Before joining National Employment Savings Trust, Fawcett was a partner at the boutique investment manager Thames River Capital LLP. He has an MA from Oxford University and an MSc from the London Business School.

**Tim Hodgson, Head of the Thinking Ahead Group, founder of the Thinking Ahead Institute, Towers Watson**

Hodgson’s role at Willis Towers Watson involves investment research with a particular focus on new ideas. He heads the Thinking Ahead Group (TAG) 2.0 and is the founder of the new Thinking Ahead Institute. TAG was established by Roger Urwin and Hodgson in June 2002. In 2014 the new version – TAG2.0 – signalled a new focus on changing the investment industry for the benefit of the end saver. The vehicle for pursuing this goal is the Thinking Ahead Institute, a not-for-profit business activity with large asset owners and asset managers as members.

**Eddie Perkin, Chief equity investment officer, Eaton Vance**

Perkin is a vice president of Eaton Vance Management, chief equity investment officer and team leader of Eaton Vance’s value team. Additionally, he serves as lead portfolio manager of Eaton Vance’s large-cap value strategy. He is responsible for buy and sell decisions, portfolio construction and risk management for the firm’s large cap value equity portfolios. He is head of the firm’s equity strategy committee. He joined Eaton Vance in April 2014. Perkin began his career in the financial services industry in 1995. Before joining Eaton Vance, he served as chief investment officer (international and emerging-market equity) as well as managing director/portfolio manager (Europe, EAFE and global) at Goldman Sachs Asset Management (GSAM) in London. Before relocating to London in 2008, Perkin was a portfolio manager and analyst on GSAM’s US value equity team in New York. Perkin was previously associated with FISERV and American Retirement Insurance Services. Perkin earned a BA from the University of California, Santa Barbara, and an MBA from Columbia Business School. He is a CFA charter holder and is a member of the board of directors of Junior Achievement of Northern New England.

**Monday April 11, 2016**

**2.30 – 3.20 Global equities - factor and style performance pre and post global financial crisis**

**Followed by roundtable discussion**

3.20 – 3.50 Afternoon tea

Research reveals that factor and style performance of equity markets before the global financial crisis was very different to after the crisis. This session will look at factor and style analysis of equity markets and what that means for investors’ portfolios.

* **Niina Bergring**, chief investment officer, Veritas Pensionsforsakring
* **Tom Joy**, director of investments, Church Commissioners for England
* **Ken McAtamney**, portfolio manager, William Blair
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to introduce the session and panelists **(5 mins)**
* **Ken** to present new research – key points to make: style has been an increasing area of focus for investors, are there anomalies in influence of factors; what approach would investors have. Note William Blair does not focus on factors but asks as a fundamental manager how should they be incorproated **(15 mins)**
* **Niina** and **Tom** to respond to the presentation **(10-15 mins)**
* **Niina** says – factors are not a decision making point on their own, but a consideration – there is always an explanation from the real world. There are suddenly lots of products in factor and style investing, the question is whether it is investable or should be a risk factor you should be aware of – it could divide the floor depending on their investment beliefs, Niina doesn’t believe in them at all. **Will have a couple of slides**
* **Tom** wants to focus on the quality factor and take a look at quality – do we involve the audience
* Ask a question to the floor for discussion – what is the question????

**Questions**

* Do your investment beliefs support factors as an investable “asset”/strategy? If no, why? If yes, why? (Niina)

**Speaker biographies**

**Niina Bergring, Chief investment officer, Veritas Pensionsforsakring**

Bergring has been chief investment officer at Veritas Pension Insurance since 2013. She has 20 years of broad financial market experience gained in Finland and London. She also worked as chief investment officer of external equities management at Keva, and has worked in investment banking as well as in asset management industry. She is a member of the investment advisory group for the board of directors at the University of Helsinki.

**Tom Joy, Director of investments, Church Commissioners for England**

Joy is responsible for oversight of the investment function and management of the multi-asset portfolio. He previously worked as chief investment officer of RMB Asset Management after a number of years at Schroder Investment Management. He started his career at Royal Sun Alliance Investment Management and is an associate member of the CFA Society of the UK.

**Ken Mcatamney, Portfolio manager, William Blair**

McAtamney is a portfolio manager for the global leaders and international leaders strategies. He joined William Blair in 2005 and previously served as co-director of research, as well as mid-large cap industrials and healthcare analyst. Prior to joining William Blair, McAtamney was a vice president for Goldman Sachs and Co, responsible for institutional equity research coverage for both international and domestic equity, and he was a corporate banking officer with NBD Bank. He holds a BA from Michigan State University and an MBA from Indiana University.

**Monday April 11, 2016**

3.20 – 3.50 Afternoon tea

**3.50 – 4.40 Factor investing in credit**

Research shows that the factors used successfully in equity market investing can also work in the corporate bond market. What impact, if any does this have on investors’ portfolios and how do institutional investors, which typically don’t silo their fixed income portfolios, best use this approach.

* **James Duberly**, chief investment officer, BBC Pension Scheme
* **Patrick Houweling**, portfolio manager, senior quantitative researcher, Robeco
* **John St Hill**, portfolio manager, PPF
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce the session and the panelists **(5 mins)**
* **Patrick** to present some research to set the stage – includes the finding that the well-known factors for equities also true for credit – low risk, value, momentum and size. These four factors deliver higher risk adjusted returns so it makes sense to allocate strategically **(10 mins) slides**
* **John** to respond – outlining two main challenges from an investors point of view including the fact the factors are the pricing framework used by the index provider, and the ability of sell side institutions decreased because of increasing costs of regulatory capital. So sees research as interesting but its difficult to see a clear case **(5 mins)**
* **James** to respond – have looked at smart beta but decided not to three years ago. 10 per cent of portfolio in corporate bonds. Thinks a systematic quant approach can work in credit, implementation challenges because of nature of bond market. Also had issues with smart beta and communication with the board, murky nature of the strategies, issues of benchmarking and performance **(5 mins)**
* **Patrick** to respond to the investors comments – implementation very important; trading more difficult than 10 years ago, more challenging environment for active management. Does add value to be a dynamic manager, but these rules-based strategies are not the right vehicle for that. If investors stick to long term beliefs, these strategies can be a good diversfier because they deliver alpha in a different way **(5 mins)**
* **Q&A (10 mins)**

**Speaker biographies**

**James Duberly, Director of pension investments, BBC Pension Scheme**

Duberly is responsible for the in-house investment team which recommends and implements investment strategy on behalf of the trustees of the BBC’s £12 billion ($17 billion) pension scheme. Prior to joining the BBC Pension Trust in June 2011, Duberly worked at Russell Investments, the Bank for International Settlements and GH Asset Management. He is also a trustee of Neuroblastoma UK.

**Patrick Houweling, Portfolio manager, senior quantitative researcher, Robeco**

Houweling is responsible for Robeco’s low-risk credits and multi-factor credits strategies. Prior to joining Robeco, Houweling was employed at the risk management and modelling department of Rabobank International. He has published several articles in the academic finance literature, including the Journal of Banking and Finance and the Journal of Empirical Finance. Houweling holds a PhD in finance as well as a Master’s in Financial Econometrics from Erasmus University Rotterdam. He has been active in the industry since 1998.

**John St Hill, Portfolio manager, PPF**

St Hill is responsible for equity and fixed income portfolio management at the Pension Protection Fund. He is responsible for choosing investment managers, selecting the benchmarks and constructing the portfolio. He has 20 years’ experience in investment management and started his career in equity research. Prior to joining the PPF he held various roles at SEI including head of UK fixed income and head of UK risk management. He is a graduate of the University of Chicago MBA program. He also holds the CFA and FRM professional designations. His professional interests include measurement of fund manager risk aversion and portfolio construction.

**Monday April 11, 2016**

**4.40 – 5.30 Opportunities in global credit**Followed by roundtable discussion

**6.00 – 6.30 Punting on the River Cam**

**6.30 – 9.30 Conference dinner, Corpus Christi College Dining Hall**

The end of the credit cycle may be nigh, but will it end abruptly as in 2008 or will there be a more prolonged conclusion as in 2000/2001? Investors are tackling the perceived end of this cycle by allocating more broadly across global credit markets. The session will examine the benefits and risks of this diversification, review areas of the markets such as emerging market corporate bonds which are often overlooked and discuss how best to access new areas. The panel will begin a conversation about the idea of a dual model of in-house asset management alongside specialist expertise from an asset owner.

* **Chetan Ghosh**, chief investment officer, Centrica
* **Chris Redmond**, head of credit, Towers Watson
* **Stephen Thariyan**, head of global credit, Henderson
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Followed by roundtable discussion**

**Chairing notes**

**TBC after Amanda’s call**

**Speaker biographies**

**Chetan Ghosh, Chief investment officer, Centrica**

Ghosh is the chief investment officer for Centrica’s pension scheme arrangements within a common investment fund and has held an in-house role for the past five years. He is responsible for providing support to the directors of the investment committee. His role covers investment strategy considerations, asset class and manager research, and the liaison with the investment advisers. Ghosh has 19 years of industry experience, primarily from the consultancy side, where he spent five years as a pensions actuary and 12 years on the investment side, a large part of which was at Hewitt. Immediately prior to joining Centrica, he developed the fiduciary management offering at an asset manager where he was able to gain valuable experience on improving investment decision-making governance structures.

**Chris Redmond, Head of credit, Towers Watson**

Redmond leads a 45-person international team conducting research of all credit managers and products, spanning traditional bond strategies, all aspects of sub-investment grade credit markets, illiquid credit and credit long/short strategies. Redmond co-led Towers Watson's build-out of direct hedge fund research into strategies outside of long-short equity in 2007, in particular focusing on discretionary global macro and credit long/short. He served as a member of Towers Watson's global investment committee for four years, the group of senior investment professionals responsible for Towers Watson's capital markets views. He now chairs the top-down research group, the body responsible for ensuring high quality top-down views are appropriately incorporated and reflected in Towers Watson’s manager research process and help direct research focus. Redmond works closely with a number of Towers Watson's largest credit clients and has experience consulting to clients on a broad range of issues including investment strategy, manager structure and manager selection. He holds the CFA UK Level 3 Certificate in Investment Management and has a BA in Mathematical Sciences from St Catherine's College, University of Oxford.

**Stephen Thariyan, Head of global credit, Henderson Global Investors**

Thariyan is in charge of the 30-strong credit team of portfolio managers and analysts at Henderson. Prior to joining Henderson in 2007 as head of credit, Thariyan was a portfolio manager at Rogge Global Partners responsible for investing in corporate bonds and credit derivatives globally. He was previously a director and senior analyst at NatWest Markets’ credit rating and research unit where he led teams of sector analysts in credit research. He started his career as an accountant at Ernst & Young in 1988 and later moved to become senior auditor at Chevron Corporation. Thariyan graduated from the University of Newcastle-Upon-Tyne with a BA (Hons) in Accountancy and Financial Analysis.

**Tuesday April 12, 2016**

8.00 – 8.30 Coffee and tea

**\*\*\* INTRO VIDEO\*\*\***

**8.30 Welcome**

* **Amanda White**, director of institutional content, Conexus Financial

8.30 – 9.00 The Cambridge endowment

This session gives context to the environment of the University of Cambridge delving into the endowment structure and the investment opportunities and challenges it sees ahead.

* **Nick Cavalla**, chief investment officer, University of Cambridge
* Chair: **Amanda White**, director of institutional content, Conexus Financial

Chairing notes

* **Amanda** to introduce Nick **(5 mins)**
* **Nick** to give presentation **(25 mins)**

Speaker biographies

**Nick Cavalla, Chief investment officer, University of Cambridge**

Cavalla is responsible for the management of central assets of the university including its endowment fund. Previously he was employed by Man Investments – latterly as chief investment officer of Man Global Strategies. He has also been a director of GNI Limited and portfolio manager of a hedge fund investing in developed foreign exchange markets. He is a member of the Association of Corporate Treasurers and a graduate in mathematics of King’s College, Cambridge, where he was elected to an Extraordinary Fellowship in 2012. He is fellow in finance at Judge Business School.

**Tuesday April 12, 2016**

**9.00 – 9.45 The future of pension management**

**9.45 – 10.15 Morning tea**

Keith Ambachtsheer’s new book pulls together the usually separately-discussed topics of pension design, governance, and investing. Using ‘real world’ examples, he will show how the integration of these three dimensions of pension management leads to both a more functional, productive form of capitalism and to better financial outcomes for pension plan participants.

* **Keith Ambachtsheer**, Adjunct Professor of Finance, Rotman School of Management; director emeritus of the Rotman International Centre for Pension Management
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to introduce Keith **(5 mins)**
* **Keith** to give presentation **(30 mins)**
* Audience Q&A **(10 mins)**

**Keith Ambachtsheer, Adjunct professor of finance, Rotman School of Management; director emeritus of the Rotman International Centre for Pension Management**

Ambachtsheer has been a participant in the pensions and investments industry since 1969. He is recognised as one of the globe’s most original thinkers on pension design, governance, and investing issues. Since its founding in 1985, KPA Advisory Services has become known as a trusted incubator for new thinking in pensions, and for providing strategic advice to a global clientele in person, and through the monthly Ambachtsheer Letter. CEM Benchmarking Inc., co-founded by Ambachtsheer in 1991, has earned a reputation as the premier benchmarking organisation in the global pensions and investments industry. Ambachtsheer was named one of the “30 Most Influential People in Pensions” by Pensions & Investments and has received many honours over the course of his professional career. He is cited regularly in the world’s leading financial publications, including The New York Times, The Wall Street Journal, The Economist, the Financial Times and The Globe & Mail. His editorials and articles have been published in the Financial Analysts Journal, the Journal of Portfolio Management, the Rotman International Journal of Pension Management and other professional journals. In addition to being closely connected to the business side of the pension and investments industry, Ambachtsheer has strong ties to its related fields in academia. aiCIO named Ambachtsheer one of the globe’s “10 Most Influential Academics in Institutional Investing”, and he has helped guide the discourse in the field through a variety of academic positions, including: adjunct professor and founding director and director emeritus, International Centre for Pension Management (ICPM) based at the Rotman School of Management, University of Toronto; founding editor, Rotman International Journal of Pension Management; founding academic director, Rotman-ICPM board effectiveness program for pension and other long-horizon investment institutions. His fourth book, The Future of Pension Management, offers a progress report from the field, referencing case studies from around the world. Using the discipline of integrative thinking, the book shows how today’s pension challenges are best addressed. He has personal governance experience as a member of two corporate boards, and has served as board chair of a major medical foundation. He is a member of the Melbourne-Mercer Global Pension Index Advisory Council, the CFA Institute’s Future of Finance Advisory Council, the Georgetown University Center for Retirement Initiatives Scholars Council, and Ontario’s Advisory Group on Retirement Income Security.

**Tuesday April 12, 2016**

**9.45 – 10.15 Morning tea**

**10.15 – 11.00 Evidence-based investment strategy**

What does long-term financial history tell us about how we should be investing today? What strategies have worked best during interest rate cycles over the last century?

* **Elroy Dimson** chairman of the Newton Centre for Endowment Asset Management, University of Cambridge, Judge Business School
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to introduce Elroy **(5 mins)**
* Elroy to give presentation **(30 mins)**
* Audience Q&A **(10 mins)**

**Speaker biographies**

**Elroy Dimson, Chairman of the Newton Centre for Endowment Asset Management, University of Cambridge, Judge Business School**

Dimson also chairs the strategy council for the Norwegian government pension fund. He is a non-executive director of FTSE International and Emeritus Professor of Finance at London Business School. He serves on the steering committee of the Financial Economists’ Roundtable, the working group of the Coalition on Inclusive Capitalism, the advisory council of Financial Analysts Journal, and the investment committees of Guy’s & St Thomas’ Charity and UnLtd. He is a fellow of the Royal Historical Society, honorary fellow of CFA UK and of the Institute of Actuaries, and was recently awarded the Moskowitz, Vertin, and Bernstein Fabozzi/Jacobs Levy prizes. His PhD is from London Business School.

**Tuesday April 12, 2016**

**11.00 – 12.00 Impact investments**

**12.00 – 1.10 Lunch**

**Including tour of King’s College Chapel**

This session will explore the evolution in impact investing. How are investors intentionally creating positive social or environmental impact as well as a financial return?

* **Richard Brandweiner**, chief investment officer of First State Super
* **Debbie McCoy**, managing director, Blackrock
* Chair: **Amanda White**, director of institutional content, Conexus Financial

**Chairing notes**

* **Amanda** to introduce session and panelists **(5 mins)**
* Panel Q&A
* **Richard** and **Debbie** to send through to Amanda an outline of what they will discuss as well as reading or support materials, as well as any potential questions for the panel discussion, by Tuesday March 29
* **Amanda** to write questions and send to panel by COB Wednesday March 30

**Session notes**

* + - 1. **Definition**

Rockefeller Foundation – that first coined the term impact investing in 2007 – defines impact investment as intending to create positive social or environmental impact beyond financial return, and are typically made in private markets by providing debt or equity to mission-driven businesses.

Can you define what you mean by impact investments?

This could include a look at the evolution from SRI (avoidance), ESG (long-term risk management) and then impact (creating change).

* + - 1. **Demand**

As asset owners getting larger, they will have an impact with the way they invest, whether this is intentional or not. How is the concept of universal ownership driving your decisions? What are the other reasons why investors are considering sustainability and/or impact in their portfolios?

* + - 1. **Obstacles**

Impact investing seems to be riddled with obstacles – first there’s defining the social objective of interest – whether it be homelessness, biodiversity, education in developing countries.

Then there is the mismatch between demand and implementation – many investors want to invest but there may not be the right products and vehicles available, especially when it comes to satisfying institutional investor requirements.

What are investors doing, and what can they do, to overcome these hurdles?

* + - 1. **Perception problem**

As with the SRI and ESG movements a decade ago, impact investments now are faced with the perception that it is a binary proposition - it is either social outcomes seeking first, or financial outcomes first such that it is dominated by uncompromising return seeking with positive social outcomes second.

There has been movement to close this gap – one example is US secretary of Labor, Thomas Perez- who said:

“We don’t have to choose between shareholder returns on the one hand and, for example, safe workplaces or fair pay or equal rights on the other hand. There’s a growing national conversation... that rejects the zero-sum game in favor of a win-win mindset, embracing the idea that these goals are complementary and not at cross-purposes.”

In the investment world, is there enough evidence – via data - that you can do both?

* + - 1. **Measuring impact**

Part of the problem with the perception is a measurement problem. Financial returns are easy to measure. Impact is difficult to measure. In your experience what are the most easily identifiable metrics in terms of impact. For example jobs growth?

* + - 1. **Investor case studies**

Can you both give examples where you have seen impact investing at work effectively, this will include the particular strategies but also how they fit in portfolios.

**Richard** – this could be how you are working on social and affordable housing and trying to structure a solution that delivers impact while working within the constraints of institutional investors.

**Debbie** – perhaps you have worked with a US investor (or Stanford) that has demonstrated this.

As much detail and data here would be good – perhaps even a slide or two.

**Speaker biographies**

**Richard Brandweiner, Chief investment officer, First State Super**

First State Super is one of Australia’s largest superannuation funds with more than $40 billion in funds under management and more than 780,000 members. Brandweiner leads the fund’s investment strategy and a team of investment specialists who oversee the management of portfolios across all asset classes. Much of Brandweiner’s career in investment management was spent at Perpetual Investments where he was general manager investments and group executive income and multi sector. At Perpetual, Brandweiner was chair of the investment review and multi manager investment committees, which collectively governed Perpetual’s investment activities. Prior to Perpetual, Brandweiner worked at Advance Asset Management and Assirt Research. He is a CFA charter holder, and the past president of the CFA Society of Sydney, an association of more than 1,200 local investment professionals whose aim is to promote the highest ethical and professional standards within the investment industry.

**Debbie Mccoy, Managing director, Blackrock**

McCoy leads impact investing strategy for the scientific active equity group at BlackRock, where her responsibilities also include emerging markets. She joined the firm in 2015. Previously, she worked for Stanford University where she made investment recommendations to the university's endowment manager, conceived and co-taught an MBA finance elective course about investing in emerging and frontier markets, and was a director of the Stanford Institute for Innovation in Developing Economies. McCoy began her career at Bain & Company in San Francisco and Johannesburg and later worked for Citigroup in New York and New Delhi and a sovereign wealth group. In 2013 and 2014, she served as a non-partisan, presidentially-appointed White House fellow at the US Department of State. She is a member of the Council on Foreign Relations and trustee of the African Leadership Network. McCoy received a Bachelor of Arts, summa cum laude, from Howard University, where she was elected to Phi Beta Kappa, and holds an MBA from Harvard Business School.

**Tuesday April 12, 2016**

**12.00 – 1.10 Lunch**

**Including tour of King’s College Chapel**

**\*\*\*INTRO VIDEO\*\*\***

**1.10 – 2.00 Accessing Private Markets-profiting from partnerships**

Co-investment partnerships between aligned investors can enable swift transactions and prudent oversight of large, attractive real assets – but they can be difficult to achieve. The panel discusses the characteristics of successful club deals, avoiding pitfalls, and the essential role of stewardship.

* **Chris Taylor**, head of private markets, Hermes Investment Management
* **Andrea Orlandi**, managing director and head, real estate investments, Europe, Canada Pension Plan Investment Board
* Chair**: Alex Koriath**, head of the UK and European pension practice, Cambridge Associates

Followed by roundtable discussion

**Chairing notes**

* **Alex** to introduce the session and panelists **(5 mins)**
* Panel Q&A on the construction, benefits and opportunities of a partnership
* Key points include:
  + alignment/common values
  + trust/respect
  + complexity and how to deal with it
  + works well but you have to work at it (how)
  + culture of people who work/think that way
  + how do you find the right partner
  + what defines a partnership
  + transparency

**Speaker biographies**

**Chris Taylor, Head of private markets, Hermes Investment Management**

Taylor is chief executive of Hermes Real Estate, a member of Hermes’ executive committee and head of private markets. He joined Hermes in 2010, having successfully established Australian fund manager QIC's European office in London. Prior to that he was head of European Property at HSBC. Taylor has spent most of his career as a fund manager at Prudential, taking the lead investment role in major retail schemes such as Bluewater and Cribbs Causeway – Bristol. From 2001 he led the successful diversification of Prudential’s UK real estate exposure into overseas markets. In anticipation of major structural themes affecting real estate, such as urbanisation and technology, the Hermes real estate team has demonstrated an innovative approach to creating sustainable developments by launching a number of landmark real estate transactions, including

the largest regeneration project in Europe at King’s Cross, Paradise Circus in Birmingham, the development of a technology park adjacent to the iconic Silverstone circuit, and the rejuvenation of central Milton Keynes. Most recently, Hermes has successfully launched Vista, a UK private rented sector scheme, in conjunction with Countrywide Plc. Taylor is currently the president of the British Property Federation, a fellow of the Royal Institution of Chartered Surveyors, and the senior non-executive director and chair of the audit committee of NewRiver Retail Plc. He holds a BSc (Hons) in Land Management from Reading University.

**Andrea Orlandi, Managing director and head, real estate investments, Europe, Canada Pension Plan Investment Board**

Orlandi is responsible for Canada Pension Plan Investment Board’s (CPPIB’s) real estate investment activities in Europe and India. Prior to joining CPPIB, Orlandi was the European chief investment officer of AREA Property Partners (now Ares Management), an international real estate private equity firm, and previously worked at Merrill Lynch in London and New York. He has more than 15 years’ experience in real estate investment, having held senior positions at real estate private equity and investment firms. Prior to joining CPPIB, Orlandi was European chief investment officer and director of AREA Property Partners. He holds an MBA from INSEAD and a BS in International Economics from the School of Foreign Service of Georgetown University. He speaks English, Italian, Spanish and French.

**Chair: Alex Koriath, Head of the UK and European pension practice, Cambridge Associates**

Koriath has worked with a variety of pension funds and other institutional investors on asset allocation strategy, portfolio construction and management, manager selection and investment program evaluation. Prior to joining Cambridge Associates, Koriath served as a director and head of manager research in KPMG’s investment advisory team. He led a number of large client relationships and was responsible for the direction and shape of the investment advice delivered.

**Tuesday April 12, 2016**

**2.00 – 2.45 Selecting funds managers**

**2.45 – 3.15 Afternoon tea**

Choosing the right investment manager is key to producing the best outcome for beneficiaries and stakeholders. Leading investors showcase their learnings in fee negotiations, tender processes and how asset owners can raise the standards of transparency and product offerings.

* **Olivier Rousseau**, executive director, Fonds de reserve pour les Retraites
* **Lars Wallberg**, chief financial officer, Lønmodtagernes Dyrtidsfond
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce the session and panelists **(5 mins)**
* **Lars** to present – major point to make is the EU procurement process is very specific, and not a negotiating process, this means there needs to be a lot of preparation in advance of tenders on the asset owner side. How has LD made the most of this process, what is the role of asset owners in improving the quality of the tender process **(15 mins) with slides**
* **Olivier** to present on FFR point of view, which is also guided by EU directive but also has an overlay from the French national perspective. Agrees the key is to prepare well in advance because once you announce the terms you can’t change it **(15 mins) with slides**
* Audience Q&A

**Speaker biographies**

**Olivier Rousseau, Executive director, Fonds de reserve pour les Retraites**

Rousseau was appointed as executive director of the FRR in November 2011. He also chairs the asset manager selection committee. In 1986 he joined the French Treasury in Paris where he held various positions (deputy head of division, head of division). He worked 11 years for BNP Paribas in international banking and finance in Paris, Tokyo, London, Singapore, Hong Kong and Sydney. He also served on the resident board of directors of the European Bank for Reconstruction and Development in London and as regional economic counsellor at the French embassy in Stockholm. Rousseau graduated from the French National School of Administration (ENA) in 1986. He also holds a Bachelor in Political Sciences and Masters Degrees in Law and Economics from the University of Aix-en-Provence.

**Lars Wallberg, Chief financial officer, Lønmodtagernes Dyrtidsfond**

Wallberg has been in his current role at LD Pension since October 2005. Prior to this he was deputy chief financial officer at Sampension from January 1999 to October 2005, and before that head of controlling and reporting at Kommunernes Pensionsforsikring. Wallberg received an MSc in Economics from KÃ¸benhavns Universitet.

**Tuesday April 12, 2016**

**2.45 – 3.15 Afternoon tea**

**3.15 – 4.00 Understanding uncertainty**

Probability and statistical modelling play a vital role in quantifying many types of risk, but it is important to acknowledge that there are deeper uncertainties that cannot be easily put into a mathematical framework. In particular, is it feasible to assess and communicate the 'confidence' in the analysis of quantitative modellers?

* **Professor David Spiegelhalter**, Winton Professor of the Public Understanding of Risk, Cambridge University
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce the session and David **(5 mins)**
* David to give presentation **(30 mins) slides**
* Q&A

**Speaker biographies**

**Professor David Spiegelhalter, Winton Professor of the Public Understanding of Risk, Cambridge University**

Spiegelhalter is the Winton Professor for the Public Understanding of Risk, Professor of Biostatistics and fellow of Churchill College at Cambridge University. He leads a small team (UnderstandingUncertainty.org) that attempts to improve the way in which risk and uncertainty are taught and discussed in society. He gives many presentations to schools and others, advises organisations on risk communication and is a regular commentator on risk issues. He presented the BBC4 documentaries Tails you Win: the Science of Chance and Climate Change by Numbers. He was elected FRS in 2005, awarded an OBE in 2006, and was knighted in 2014 for services to medical statistics.

**Tuesday April 12, 2016**

**4.00 – 5.00 Beyond VAR – a broader view of risk**

**5.00 Conference close**

How can investors incorporate a broader view of risk in the way they view their portfolios? How does technology, the environment and political risk effect the way investors’ allocate assets and manage risk?

* **Phil Edwards**, principal, European director of strategic research, Mercer
* **Kristian Fok**, chief investment officer, Cbus
* **Staffan Sevon**, head of fixed income and absolute return investments, Ilmarinen
* Chair: **Colin Tate**, chief executive, Conexus Financial

**Chairing notes**

* **Colin** to introduce the session and David **(5 mins)**
* **Phil** to give a presentation on Mercer’s thinking on this – trying to move away from a quant view of risk to more forward-looking/qualitative/uncertainty based concepts. Talk about the World Economic Forum’s global risks report which had 5 categories of risk – economic, environmental, societal, geopolitical and technology, within those we see opportunities for risk. Short outline of that way of looking at the world (10 mins) – slides
* **Staffan** – look at Ilmarinen views risk, not being able to fufill your commitments and all the risks stem from that, the quant definition is not sufficient (5 mins) – one slide
* **Kristian** – speak about how Cbus is organizing itself with those 5 risks in mind, how the fund structures the teams and decision making to explicitly deal with that
* **Back to Phil** – how do you actually implement? Question on the detail of the impact on decisions and the portfolio outcomes
* Panel and floor Q&A

**Speaker biographies**

**Phil Edwards, Principal, European director of strategic research, Mercer**

Within Mercer’s investments business, Edwards has responsibility for developing intellectual capital on portfolio construction, asset class views and key investment themes. Edwards sits on the global strategic research committee which has responsibility for driving Mercer’s research agenda and bringing new ideas to Mercer’s client base. Edwards has more than 12 years' experience in the investment industry and advises a number of UK pension schemes, ranging in size from £100 milllion ($143 million) to more than £1 billion ($1.43 billion). He has a First-Class Bachelor’s Degree in Mathematics from the University of Warwick and is a fellow of the Institute of Actuaries.

**Kristian Fok, Chief investment officer, Cbus**

Fok and his team are responsible for designing and setting the investment strategy for Cbus. Prior to joining Cbus, he was the deputy director of consulting, lead consultant to Cbus and Vision and support consultant to the STC and Quadrant at Frontier Investment Consulting. He joined Industry Fund Services in January 1999, and transferred to Frontier at its inception in July 2000. He was previously with Buck Consultants, responsible for providing investment research and consulting. He is a fellow of the Institute of Actuaries and Finsia.

**Staffan Sevon, Head of fixed income and absolute return investments, Ilmarinen**

Ilmarinen has approximately €35 billion ($39 billion) of assets. Prior to working for Ilmarinen, Staffan was chief investment officer for Veritas Pensions Insurance Company, and before that he was country manager for Nordea Investment Management with responsibility for the institutional asset management arm of Nordea in Finland. During his 23 years in the asset management and insurance industry, he has also worked as director of equities at the Local Government Pensions Institution in Finland, prior to which he taught finance at the Helsinki School of Economics and Business-administration.