

ESG Watch

Crisis Management Beyond COVID-19: How to prepare for the inevitable

April 26, 2021



Hosted in Collaboration with Cleary Gottlieb

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*Cleary Gottlieb Steen & Hamilton LLP is a Member of The Conference Board ESG Center



Some of the critical questions we will be answering today

- What defines a crisis?
- How can you prepare for a crisis, including creating crisis management plans that you actually use?
- How can you make decisions during a crisis with limited and imperfect information?
- What are some steps that companies can take to manage public messaging during a crisis?
- How can you avoid making a crisis even worse and, when possible, turn a crisis into an opportunity?
- When should the Board be engaged?
- How can you capture and institutionalize the lessons learned from the crisis?



Today's Speakers



Janet L. Carrig
SVP Legal, General Counsel
and Corporate Secretary (ret.)
ConocoPhillips



Alexis Collins
Partner
**Cleary Gottlieb Steen &
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Jonathan Kolodner
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Paul Washington
Executive Director,
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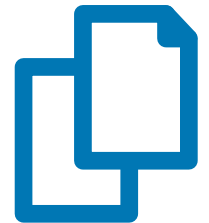
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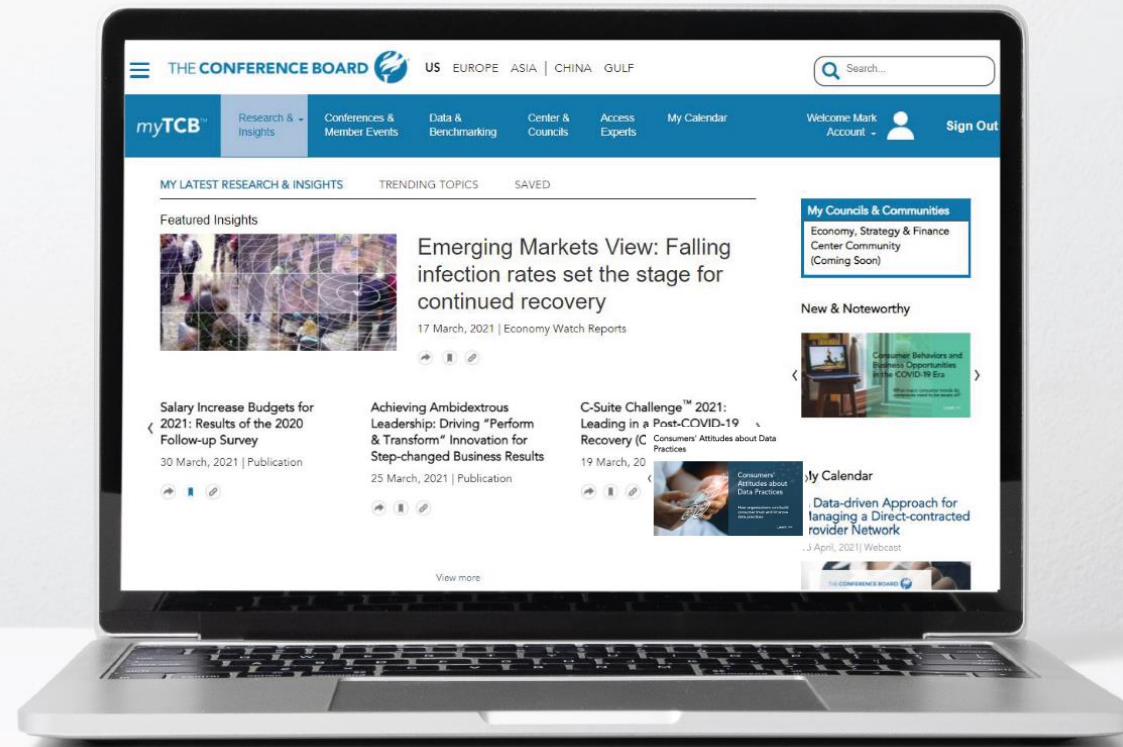
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Additional Resources

[Board Effectiveness: A Survey of the C-suite](#) (publication)

Based on a survey of 500+ C-suite executives at US public companies, this report by The Conference Board and PwC analyzes the perception C-suite executives have of their board of directors. One finding: only 30% of executives say their board is able to respond well in a crisis.

[Six Questions for Boards to Ask after SolarWinds](#) (publication)

The SolarWinds cyberattack and other ransomware attacks have proven that all companies are targets for state-sponsored attacks. This publication lays out six questions boards should ask management following the SolarWinds hack, "the largest and most sophisticated attack the world has ever seen."

[Under a Microscope: A New Era of Scrutiny for Corporate Political Activity](#) (publication)

Companies are facing ever-greater scrutiny of their political activities, with some of the US' biggest businesses still grappling with a response to January's Capitol riot. As companies reevaluate their role in the political sphere, a new report by The Conference Board highlights considerations and best practices regarding corporate political activity.

[How Important is ESG to Capital Markets? Investor and Lender Perspectives](#) (webcast)

A corporation's ESG profile is increasingly affecting its access to and cost of capital in equity, public debt, and private lending markets, according to a panel of executives from State Street, BNP Paribas, and Moody's. Companies need to prepare now for increased disclosure regulation and view disclosure not just as a regulatory burden or cost of doing business but as an opportunity to optimize their access to capital markets.



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