Good evening, everyone, and welcome.

It’s an honor to open this roundtable discussion in the company of such distinguished leaders – CEOs, chairpersons, and senior executives representing the diverse landscape of Israeli business. The fact that you’re all here signals a shared understanding that the role of business is evolving, and that leadership today demands both clarity and courage.

But before we move on to the main topic, we'd like to take a moment for reflection: Today marks 783 days since that morning that changed the face of Israeli society. We pray for the swift return of the 2 hostages and wish for healing and strength for all those who paid a price in this conflict. As influential players in the Israeli economy, we bear a heavy responsibility for the reconstruction of our nation, this is a driving force for us in Arison ESG Center.

We are living in a time of accelerated change. Global and local trends are converging, reshaping expectations of corporations. Climate change is no longer a distant concern; it’s a strategic risk not only for nations, but for corporates that overlook it and fail to adapt. Regulatory pressures are intensifying, institutional investors are raising their demands, customers and business partners are asking harder questions about corporate responsibility, and employees, especially the younger generation, are seeking workplaces that reflect their values.

One might assume that this is just a “passing trend”, however these forces are the exact opposite: They are structural, pointing toward a new paradigm where companies are expected not only to generate profit but also to demonstrate purpose, resilience, and accountability towards all stakeholders.

But let's be honest, translating this shift into action isn't simple. While ESG has become a central topic in boardrooms, meaningful integration remains complex. We see resistance and hear concerns about "ESG fatigue" and skepticism about whether the investment is worth the return.

Yet, even the skeptics recognize this isn't a passing trend. ESG isn't a branding exercise or a checkbox; it's a strategic lens – a holistic framework for managing risk, creating long-term value, and building trust in an increasingly volatile world.

Tonight's conversation will also reflect a broader evolution: ESG alone is no longer enough. The global agenda is shifting from "do no harm" to "create net-positive value". The question is no longer whether sustainability pays off, but how companies build business models rooted in natural capital regeneration, social resilience, and human development—treated not as externalities, but as core economic assets.

This is the essence of beyond ESG: moving from reporting to re-designing value. Those who lead this transition will define long-term market leadership, access to capital, and societal trust.

This transition, from ESG to purpose-led, value-creating corporations is strongly influenced by the intellectual work of leaders like our visionary guest tonight, Professor Colin Mayer, who argues that corporations exist to produce profitable solutions to the challenges of people and planet, not to profit from creating them. His framework underpins much of the shift we discuss tonight.

So, before we dive into these critical discussions, it is my distinct pleasure to introduce a true visionary in the field of sustainable business and corporate purpose. Professor Colin Mayer is a leading authority whose work has profoundly influenced the way we think about the role of corporations in society. His insights into corporate governance, ownership, and the alignment of financial value creation with social and environmental impact are invaluable. Professor Mayer's expertise will undoubtedly enrich our discussion and provide a crucial framework as we navigate the complexities of ESG integration.

By using part of our Army's Chief of Staff, today it is clearer than ever that we need courageous, purposeful, and reality-shaping leadership.

Leadership that dares to drive change.

A leadership that lifts others up, a leadership that inspires.

Leadership that sets a new direction.

So, let's be bold, let's be honest, let's challenge each other and support each other as we explore how ESG can be a lever not just for compliance, but for innovation, resilience, and long-term value.

Thank you again for being here. Let's begin.

Yair Avidan, Head of the Advisory Board, Arison Center for ESG