

PRI STRATEGIC PLAN 2018-21

MAKING THE BLUEPRINT A REALITY

OCTOBER 2017



An investor initiative in partnership with UNEP Finance Initiative and UN Global Compact



THE PRI MISSION AND PRINCIPLES

"We believe that an economically efficient, sustainable global financial system is a necessity for long-term value creation. Such a system will reward long-term, responsible investment and benefit the environment and society as a whole.

The PRI will work to achieve this sustainable global financial system by encouraging adoption of the Principles and collaboration on their implementation; by fostering good governance, integrity and accountability; and by addressing obstacles to a sustainable financial system that lie within market practices, structures and regulation."



PREAMBLE TO THE PRINCIPLES

As institutional investors, we have a duty to act in the best long-term interests of our beneficiaries. In this fiduciary role, we believe that environmental, social, and governance (ESG) issues can affect the performance of investment portfolios (to varying degrees across companies, sectors, regions, asset classes and through time). We also recognise that applying these Principles may better align investors with broader objectives of society. Therefore, where consistent with our fiduciary responsibilities, we commit to the following:

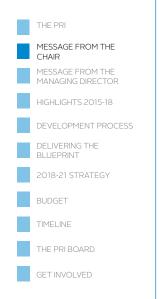
We will incorporate ESG issues into investment analysis and decision-making processes.



We will be active owners and incorporate ESG issues into our ownership policies and practices. We will seek appropriate disclosure on ESG issues by the entities in which we invest.

We will promote acceptance and implementation of the Principles within the investment industry. We will work together to enhance our effectiveness in implementing the Principles.

We will each report on our activities and progress towards implementing the Principles.



Martin Skancke

Chair, PRI Board

MESSAGE FROM THE CHAIR

Launching the *Blueprint for responsible investment* – our vision for how the PRI and the wider responsible investment community should progress over the next decade – has been an undoubted high point of the last three years. In setting this direction of travel we surveyed signatories, held workshops around the world and ran two formal consultations – one on strengthening accountability and recognising diversity, and another on the sustainable financial system, the Sustainable Development Goals (SDGs), the Principles and the PRI's measures of success.

The *Blueprint* has provided us with a strong framework within which to craft this strategy for how we will bring value to signatories over the next three years.

In line with the *Blueprint*, the core of the PRI's work will continue to be supporting comprehensive ESG incorporation and strong stewardship of the companies that investors influence – in all asset classes. Empowering asset owners as they set markets' direction from the top of the investment chain will remain fundamental.

Ensuring meaningful accountability of all signatories will also be key. The last three years has seen us build accountability of the board to signatories and the Executive to the board: we've implemented a simpler, more transparent and accountable governance structure including new mechanisms for signatories to hold the board to account with, and the board has tightened oversight of the Executive by setting out and monitoring measures of its performance. We will now work on increasing the accountability of signatories to the Principles – this is essential to maintaining value in signatory status and to driving responsible investment forward.

The PRI's convening power is its unique strength. We bring together a signatory base that has grown in both scale – now representing a majority of the world's professionally managed assets – and diversity, reaching around the world and encompassing owners, managers and service providers of varying type and size. We have deepened and strengthened our relationship with our UN partners, and will continue to do so – coordinating our effort with these and other partner organisations is critical to our effectiveness.

To deliver for this growing and increasingly diverse signatory base, the PRI has achieved root-and-branch transformation in the last three years, evolving into a substantial and global signatory-servicing organisation. The Executive has expanded the range of services the PRI can offer signatories, and extended its reach to signatories in more parts of the world. Our challenge now is to consistently bring new value to this varied group – including those we continue to welcome along the way.

As the PRI's offering has matured, the way that we can deliver the most additional value to signatories in future is changing. The breadth of resources the PRI now produces is tremendous, and while evolving investor practice will mean there are always new insights to share, signatories tell us that what they want most in the years ahead is: additional help for responsible investment professionals to challenge the status quo in their organisations, for us to communicate about issues that are more relevant to them and for the PRI to show leadership – and enable them to show leadership – on the critical issues the world faces, such as climate change.

We must therefore bring our core work closer to signatories. This will involve increasing local support in under-represented regions, and enhancing the way we communicate with all signatories: across regions, sizes and stages of responsible investment development. Two-way interaction with signatories continues to be essential – we will always engage with signatories on the direction of our work.

Better sharing the responsible investment message means not only more effectively communicating our work to our core audience, but better telling the story to those it has not yet reached – establishing the PRI and its signatories as thought leaders on this inevitable direction for investment's future. We must spread the responsible investment message beyond the responsible investment desks, and beyond the signatory base – into the wider investment world, as well as on to the other players that shape the markets in which investors operate.

Together we have built a powerful message; now we must ensure that we make it meaningful to everyone, and that it motivates all who hear it to act.

MESSAGE FROM THE MANAGING DIRECTOR





Fiona Reynolds Managing Director, PRI

A great deal has happened since we embarked on our last threeyear strategy seeking to move from awareness of responsible investment to impact. From our perspective, responsible investment has certainly evolved to new levels: the signatory base has grown in number (expanding to more than 1,800 signatories representing US\$70 trillion) and in diversity, including by reaching into strategic new markets. In Asia for example we've seen the world's largest pension fund, Japan's GPIF, sign the Principles and begin to implement an extensive ESG incorporation and engagement programme, and we've seen our first investor signatories from China, amid rising interest in green finance in the country.

Beyond growth in the signatory base, we've witnessed – through submissions to the PRI Reporting Framework – growth in the breadth of activities practised, the depth of ESG incorporation across asset classes and the sophistication of the techniques used by those that are most advanced. Highlighting leading practice and supporting signatories to meet defined minimum standards will be critical to further driving practice – throughout the signatory base – in the years ahead.

Empowering asset owners remains key to our success. We will be continuing the asset owner focus of our recruitment – with particular attention on under-represented regions such as the US and Asia – and will provide asset owners with more guidance, tools and collaboration opportunities.

Climate change is the issue our signatories are most focused on. The Paris Agreement marked the start of a new phase in the world's response, and our efforts in coordinating and supporting investors' indispensable role will continue to grow. We will collaborate with global climate groups such as through the Climate Action 100+ initiative, we will bring the investor voice to global forums such as the G7, G20, OECD and COP meetings, and we will align our work with leading initiatives such as the FSB's Task Force on Climaterelated Financial Disclosure (TCFD).

As with so many areas we look to address, we cannot be effective on climate change working alone. Our relationships with our two closest partners, UN Global Compact and UNEP Finance Initiative, are critical to our success, as are our joint projects with the numerous other partners we enjoy support from around the world.

Over the past three years, the idea that financial policy and regulation should encourage sustainability has gained momentum. As well as the TCFD, groups such as the G20 Green Finance Study Group, the EU's High-Level Expert Group on Sustainable Finance, the UK's Green Finance Taskforce and Germany's Hub for Sustainable Finance (to name just a few) have been established. Stewardship and governance codes have grown in prevalence and ever more stock exchanges are issuing ESG reporting guidance. We've contributed to this momentum with our *Fiduciary duty in the 21*st century project, and will increase our efforts to do so through our broader sustainable financial system programme, aimed at better aligning the system to the long-term interests of beneficiaries.

In our *Blueprint for responsible investment*, we vow to strengthen the link between the actions of responsible investors and sustainable development in the real world, by connecting our work to the UN's Sustainable Development Goals (SDGs) and enabling signatories to do the same. Doing this well will mean always considering beneficiaries and redoubling our efforts on social issues.

We have successfully started our growth out of London – opening offices in New York and Hong Kong, and extending our network staff presence into 12 countries. To enhance our effectiveness, relevance and reach, we will be further expanding our presence across a wider range of the regions our signatories operate in, and making more of our material available in more languages, increasing access to our work.

We can make our work more relevant to signatories and better engage others we need to reach by being innovative in what we produce, in how we share it and how we talk about it. Continually taking advantage of the cutting edge of digital technology can bring us closer to our signatories, but will also bring our signatories and other stakeholders closer to each other: facilitating collaboration; strengthening relationships between owners and managers; and connecting investors with the wider world.

Bringing together the responsible investment community is a highlight of what we do. We've convened signatories in the world's largest responsible investment conference ever, with more than 1,000 responsible investment professionals attending PRI in Person 2015 in London. We look forward to continuing to take the conference around the world.

We have an ambitious agenda. Together there is a great deal to achieve, and we look forward to working with our signatories over the next three years towards our vision of supporting responsible investors, sustainable markets and a more prosperous world for all.

THE PRI
MESSAGE FROM THE CHAIR
MESSAGE FROM THE MANAGING DIRECTOR
HIGHLIGHTS 2015-18
DEVELOPMENT PROCESS
DELIVERING THE BLUEPRINT
2018-21 STRATEGY
BUDGET
TIMELINE
THE PRI BOARD
GET INVOLVED

HIGHLIGHTS 2015-18 (I)

A REVIEW OF PROGRESS FROM OUR LAST STRATEGY IS THE STARTING POINT FOR SETTING THE NEXT.

2015-18 THEME: FROM AWARENESS TO IMPACT



SUPPORT

SUPPORTED SIGNATORIES MAKING PROGRESS TOWARDS THE IMPLEMENTATION OF THE PRINCIPLES

Agenda-setting guidance on ESG implementation across asset classes, including listed equity, fixed income, private equity and real estate. ESG in listed equities report downloaded more than 20,000 times. 80% of signatories indicate that they integrate ESG to some extent into active ownership and investment decisions.



ENGAGE

Coordinated 15 collaborative engagements across ESG issues with listed companies through the PRI Collaboration Platform. Launched the Montréal Carbon Pledge, attracting commitment from over 120 investors with over US\$10 trillion AUM to take action on climate change.

ACCOUNTABILITY

ENHANCED ACCOUNTABILITY MECHANISMS

New Articles of Association, including a single PRI Board. Chair and dedicated Board Committees. New accountability mechanisms for the Board to signatories and the Executive to the Board. Developed standardsetting reporting framework holding the largest global data set on responsible investment, which has been used to drive good practice. Launch of the Data Portal. Consultation on Proposals and methods to strengthen PRI signatory accountability.



INFLUENCE

ENGAGED WITH

AND FACILITATED

DECISION MAKERS

Launched the Fiduciarv

duty in the 21st century

countries supported by

roadmaps for eight

an extensive roll-out

programme to clarify

investors' obligations

to over 30 policy

Supported the Task

the Principles.

and duties. Contributed

submissions aligned with

Force on Climate-related

Financial Disclosure and

committed to drive the

implementation of its

recommendations.

programme, implementing

DIALOGUE WITH KEY



EDUCATE

FACILITATED COLLABORATION BETWEEN ACADEMICS AND INVESTORS AND USED OUR KNOWLEDGE TO EDUCATE SIGNATORIES AND STAKEHOLDERS

Facilitated RI-focused academic research and exchanges between academics and practitioners. Purchased, repurposed and relaunched the PRI Academy, attracting 1,600 enrolments and offering completely new and revised materials.

HIGHLIGHTS 2015-18 (II)







UN LINKS

STRENGTHENED THE PRI VOICE AND BRAND

PROFILE

Significant increase in by-lined articles and social media. Three annual PRI in Person events in London, Singapore and Berlin. The London event was the largest ever RI conference.

DEEPENED AND STRENGTHENED OUR RELATIONSHIP WITH UN PARTNERS

Worked with UN partners on five key projects: Fiduciary Duty, Sustainable Stock Exchanges, Sustainable Development Goals, Climate Change and Long-Termism.

ASSET OWNERS

INCREASED THE REPRESENTATION AND PARTICIPATION OF ASSET OWNERS

Accelerated growth of asset owner signatories. Convened the Asset Owner Advisory Committee and launched resources on investment strategy, investment policy and aligning expectations.

KEY MARKETS

STRENGTHENED CAPACITY AND EXPERTISE IN KEY MARKETS

Extended the PRI networks presence into Australia, China, Canada, France and the Benelux. Opened PRI offices in Hong Kong and New York.



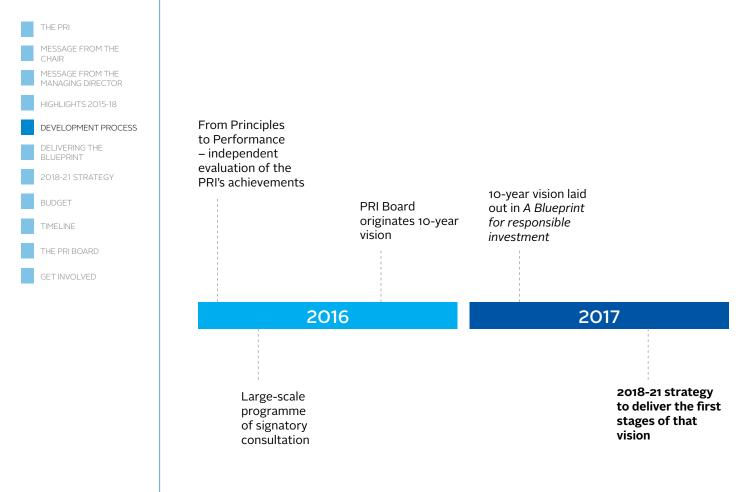
SFS

INITIATED THE SUSTAINABLE FINANCIAL SYSTEM (SFS) PROGRAMME

To address nine key risks and challenges that could undermine a sustainable financial system.

A CONSULTATIVE DEVELOPMENT PROCESS

THE 2018-21 STRATEGY FOLLOWS NATURALLY FROM THE CONSULTATION TO DEVELOP THE BLUEPRINT



AND, AS SUCH, IT DRAWS ON THE RESEARCH AND FEEDBACK THAT INFLUENCED THE BLUEPRINT FOR RESPONSIBLE INVESTMENT:

- Focus on creating greater depth in ESG integration.
- Move past listed equities and focus on ESG integration across all asset classes.
- Create tools, guidance and evidence that help make the case for RI "inside my organisation".
- Create more asset owner-relevant guidance and opportunities for them to come together.
- Work with corporate reporting initiatives to **align their data** with RI requirements.
- Create guidance on climate change action ranked by signatories as their #1 issue - and ensure that the investor voice is heard.
- Work to address the **short-term nature** of the financial system.
- Bring the **Sustainable Development Goals** to responsible investment.
- Increase accountability to the Principles and address greenwashing. And reward those that are leading, highlighting best practice among our signatories.
- Keep a focus on **mainstreaming responsible investment**.



DELIVERING THE BLUEPRINT

THE BLUEPRINT FOR RESPONSIBLE INVESTMENT DEFINES THREE STRATEGIC AREAS OF IMPACT



RESPONSIBLE INVESTORS

We will strengthen, deepen and expand our core work: to lead responsible investors in their pursuit of long-term value and to enhance alignment throughout the investment chain.

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SUSTAINABLE MARKETS

We will address unsustainable aspects of the markets that investors operate in to achieve the economically efficient, sustainable global financial system that responsible investors and beneficiaries need.

A PROSPEROUS WORLD FOR ALL

We will enable signatories to improve the real world – now and in the future – by encouraging investments that contribute to prosperous and inclusive societies for current and future generations.



2018-21 STRATEGY: AT A GLANCE

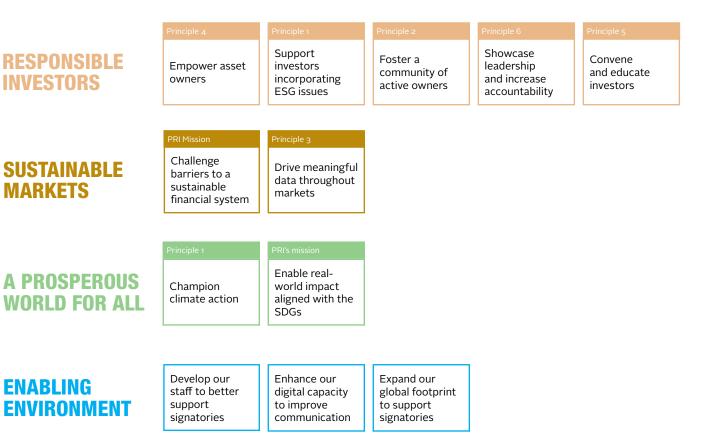
A STRATEGY TO DELIVER THE ELEMENTS IN THE BLUEPRINT – WITH THREE IMPORTANT ENABLERS

STRATEGY STATEMENT

The 2018-21 strategy centres on making the *Blueprint for Responsible Investment* a reality. This 10-year vision will guide our actions and our programmes.

We will use our unique convening power to work collaboratively in pursuit of our aims; with our signatories, UN partners and other stakeholders at a global, regional and local level.

We will strengthen our organisation to better deliver this vision, supporting responsible investors both in person and digitally.





2018-21 STRATEGY: INITIATIVES (I)

EACH AREA HAS A THREE-YEAR OBJECTIVE AND PLANNED INITIATIVES

RESPONSIBLE INVESTORS

Empower asset owners

Strategy objective: Promote a stronger role for asset owners

- Provide further guidance, including trustee training, to support beneficiaryaligned outcomes
- Build a dedicated AO online resource hub
- Support global and regional knowledgesharing groups for AOs
- Understand mega trends to better inform asset owners' asset allocation
- Support asset owners in their dialogue with investment managers
- Build asset owner trustee network
- Enable asset owners to engage with investment managers on proxy voting
- Help asset owners to implement TCFD recommendations

Support investors incorporating ESG issues

Strategy objective: Broaden, deepen and 'mainstream' ESG integration

- Develop new and refresh existing ESG integration resources by asset class
- Provide thought leadership on areas where there are gaps in ESG incorporation
- Introduce tools and training aimed at the mainstream investment market with others, including the CFA Institute

Foster a Community of active owners

Strategy objective:

Increase the quality of active ownership

- Give greater guidance and insights on Principle 2
- Increase engagement practices across asset classes
- Provide guidance on proxy voting in line with RI policies
- Advise on improving the voting chain
- Deliver an enhanced collaboration platform

Showcase leadership and increase accountability

Strategy objective:

Showcase best practice and introduce new accountability __________

- Develop leadership criteria and best practice sharing
- Launch an awards programme to celebrate industry best practices
- Develop minimum requirements, introduce a watch list and support signatories that do not meet the criteria
- Delist signatories that do not meet minimum criteria after two-year period
- Align reporting framework with international standards
- Review the reporting framework to improve the quality of reported data

Convene and educate investors

Strategy objective: Reach new markets, networks, and members

- Increase presence in markets where RI is underrepresented, particularly in Asia and the US
- Introduce an Associate Membership category
- Develop a comprehensive trustee education programme
- Train practitioners online through the PRI Academy
- Introduce investor/ academic collaboration to evolve investment theory



2018-21 STRATEGY: INITIATIVES (II)

EACH AREA HAS A THREE-YEAR OBJECTIVE AND PLANNED INITIATIVES

SUSTAINABLE MARKETS

Challenge barriers to a sustainable financial system

Strategy objective: Align the financial system with the long term

- Build understanding of the purpose of sustainable financial system
- Identify ways to better align interests along the investment chain
- Review the contribution of brokers, advisors and consultants to a sustainable financial system
- Collaborate with expert reference groups to align policies with a sustainable financial system
- Encourage a deeper understanding of fiduciary duty in 21st century

Drive meaningful data throughout markets

Strategy objective: Enhance sustainability reporting

- Build additional transparency and accountability through the reporting platform
- Grow the Sustainable Stock Exchanges initiative and increase the role of stock exchanges in responsible investment
- Encourage listing rules that demand ESG factors and assessment in corporate reporting
- Encourage the consolidation of reporting frameworks

A PROSPEROUS WORLD FOR ALL

Champion Climate Action

Strategy objective: Secure commitment

on climate change and supporting the low carbon transition

- Educate investors on portfolio transition to a low-carbon economy
- Encourage supply of green investment opportunities
- Launch the 2020 action agenda
- Advance tools that incorporate deep insights on climate-related investment practices
- Work with global bodies to advance climate change policies and regulation
- Increase climate reporting by supporting the TCFD guidelines

Enable Real-World Impacts aligned with the SDGs

Strategy objective: Make the investment case for the SDGs

- Introduce new guidance on the investment case for the SDGs
- Help signatories incorporate SDGs into investor decision making
- Build tools to help investors integrate SDGs in the selection, appointment and monitoring of managers
- Provide investors' insights to governments on their national SDG plans, including how to make them investable



2018-21 STRATEGY: INITIATIVES (III)

EACH AREA HAS A THREE-YEAR OBJECTIVE AND PLANNED INITIATIVES

ENABLING ENVIRONMENT

Enhance our digital capacity to improve communication

Strategy objective:

Invest in digital platforms to enhance communications capacity and increase collaboration

- Upgrade the PRI Collaboration Platform for easier signatory participation and improved communication
- Build on capabilities of new PRI website platform to segment signatories and deliver targeted information
- Develop a dedicated asset owner platform

Develop our staff to better support signatories

Strategy objective:

Invest in staff to deliver value to signatories

- Organise ourselves around our core capabilities with a focus on signatory value
- Focus on our value proposition to attract and retain staff motivated by our mission and values
- Develop the capabilities of existing staff to grow their expertise and skills
- Build a high-performing, culturally and genderdiverse workforce
- Deliver value to all signatory groups across categories, sizes and regions

Expand our global footprint to support signatories

Strategy objective: Build local capacity to support signatories

- Recruit additional staff in local markets to support signatories in new and existing markets
- Continue to build the expertise of local network managers to support signatories
- Increase translation services to allow distribution of resources in multiple languages
- Continue to build the global expertise of our policy team

REGIONAL TEAM GROWS FROM 24 TO 33 STAFF BY END OF THREE-YEAR STRATEGY (2021)



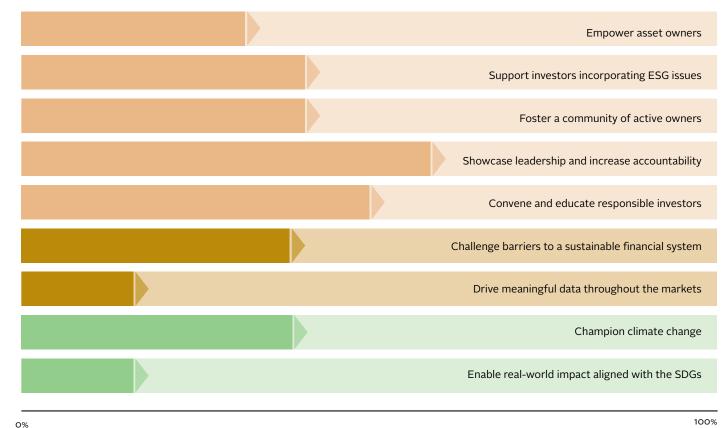
Allocated resources for the year 2018-19

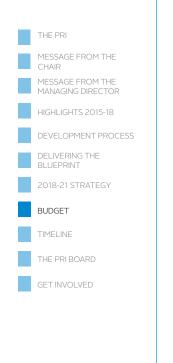
- Additional resources by the year 2020-21 (tentatively allocated to a specific region)
- Part-time position



PROGRESS AGAINST OUR COMMITMENTS

MEASURING THE PROGRESS AT THE END OF THE 2018-21 THREE-YEAR STRATEGY PERIOD AGAINST OUR OWN 10-YEAR COMMITMENTS AS SET OUT IN THE BLUEPRINT FOR RESPONSIBLE INVESTMENT





BUDGET 2018-2021

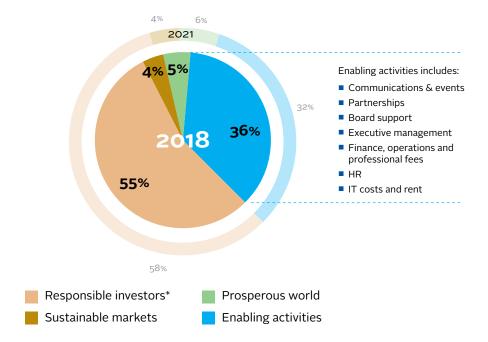
STRATEGY IS BASED ON INFLATION-ONLY GROWTH IN FEES BUT A STEADY INCREASE IN THE SIGNATORY BASE

- Projection: number of signatories increasing from 1,800 now to 2,350 by March 2021.
- Projection: fees increase with inflation only and this budget allows for further emerging markets discounts.
- Principle: the fees fund core expenditure. Grants will be treated as additional funding and are always aligned with our strategy.

 10.4
 11.5
 12.5

 2018-19
 2019-20
 2020-21

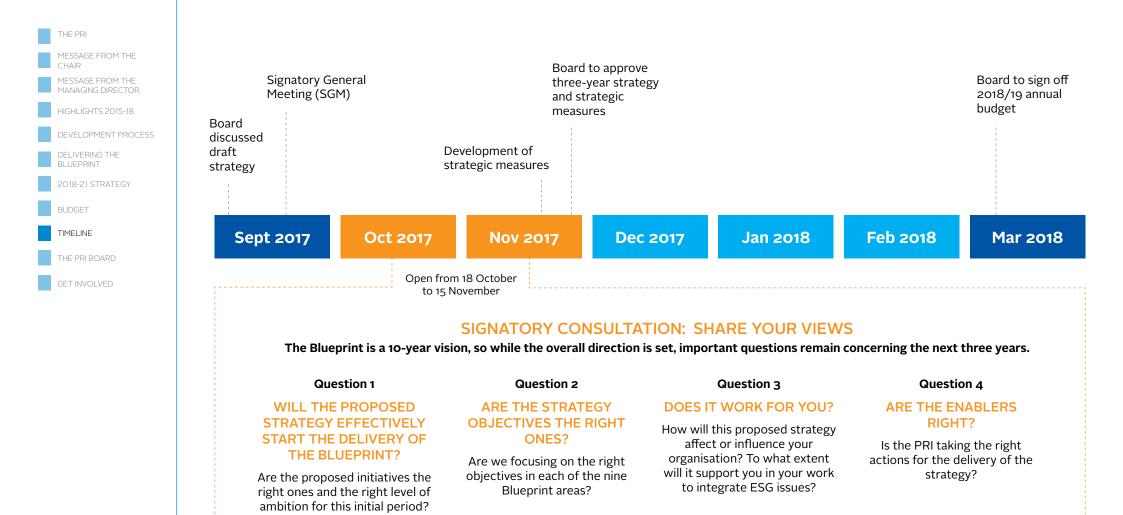
INCOME (£M)



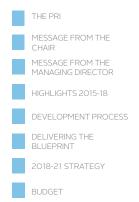
PLANNED EXPENDITURE (%)

*Includes regional team

TIMELINE



THE PRI BOARD



TIMELINE

THE PRI BOARD

GET INVOLVED



Martin Skancke Chair, PRI Appointed until 2017 INDEPENDENT



Elected

BRAZII

ntil 2017



Elected until 2018 AUSTRALIA

Eva Halvarsson Board member. Chief Executive Officer, Second CalPERS Swedish National Elected until 2017 Pension Fund (AP2) US

SWEDEN



DIRECTORS ELECTED BY ASSET OWNERS

Hiro Mizuno Executive Managing Director and Chief Investment Officer. Government Pension Investment Fund (Japan) Elected until 2019 JAPAN



Xander den Uyl Trustee, ABP Elected until 2018 THE NETHERLANDS

DIRECTORS ELECTED BY NON-ASSET OWNERS



Sandra Carlisle Head of Responsible Investment, HSBC Global Asset Management UK



Peter Webster Director of International Affairs Vigeo Eiris & CFO EIRIS Foundation Elected until 2010 UK



Gavin Power Deputy Director UNHQ

Fric Usher

The Board is collectively responsible for the long-term success of the PRI, in particular:

establishing the PRI's mission, vision and values;

Geeta Aiyer

Common

US

President and

Founder, Boston

Elected until 2017

- setting the strategy, risk appetite and structure;
- delegating the implementation of the strategy to the PRI Association Executive (the Executive);
- monitoring the Executive's performance against the strategy;
- exercising accountability to signatories;
- being responsible to relevant stakeholders.

The Board encourages signatories to participate actively in all areas of PRI governance, and there are regular opportunities for all categories of signatory to do so. There are several mechanisms to encourage structured dialogue between signatories and the Board at regular intervals, to ensure that the Board remains accountable to signatories and that decision making remains transparent.

One key mechanism is a formal consultation with signatories before adopting a three-year strategic plan or making any material changes to the governance structure, Objects, Mission, Principles or fee structure. As part of this feedback mechanism, the PRI must publish a formal consultation document and allow at least four weeks for consultation. The Board must also publish a document setting out the directors' proposals and decisions in light of the formal consultation feedback.

The Board encourages you to participate in this formal consultation on the three-year strategic plan and provide your signatory feedback.

SOUTH AFRICA PERMANENT UN ADVISORS

Employees Pension

Elected until 2017

Fund (GEPF)







THE PRI MESSAGE FROM THE CHAIR MESSAGE FROM THE MANAGING DIRECTOR HIGHLIGHTS 2015-18 DEVELOPMENT PROCESS DELIVERING THE BLUEPRINT 2018-21 STRATEGY BUDGET TIMELINE THE PRI BOARD

GET INVOLVED

GET INVOLVED

There are several ways to get involved with the PRI or learn more about us. You could come along to one of our <u>events</u>, join an advisory committee or working group, or sign up to some of our newsletters. Visit <u>our website</u> for more information.

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OUR UN PARTNERS

United Nations Environment Programme Finance Initiative (UNEP FI)

UNEP FI is a unique partnership between the United Nations Environment Programme (UNEP) and the global financial sector. UNEP FI works closely with over 200 financial institutions that are signatories to the UNEP FI Statement on Sustainable Development, and a range of partner organisations, to develop and promote linkages between sustainability and financial performance. Through peer-to-peer networks, research and training, UNEP FI carries out its mission to identify, promote, and realise the adoption of best environmental and sustainability practice at all levels of financial institution operations.

More information: www.unepfi.org

UN Global Compact

The United Nations Global Compact is a call to companies everywhere to align their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption, and to take action in support of UN goals and issues embodied in the Sustainable Development Goals. The UN Global Compact is a leadership platform for the development, implementation and disclosure of responsible corporate practices. Launched in 2000, it is the largest corporate sustainability initiative in the world, with more than 9,500 companies and 3,000 non-business signatories based in over 160 countries, and more than 70 Local Networks.

More information: <u>www.unglobalcompact.org</u>

