Emergency evacuation procedure

- No fire drills planned during the conference

- In case of an emergency, instructions will be given via Tannoy in German, English and French

- If instructed, go straight to the nearest assembly point using all emergency exits, and await further instructions:
  - Assembly Point 1, Old Arcades, Budapester Strasse (front of hotel)
  - Assembly Point 2, Katharina-Heinroth-Ufer, on the grass between street and canal (rear of hotel)

- In the event of a medical emergency, dial 112 for assistance and notify the conference organisers
PRI SIGNATORY GENERAL MEETING
25 September 2017 | Berlin
Signatory General Meeting

Agenda

PRI BOARD REPORT (09:40-09:50)
Martin Skancke, Chair, PRI Board

MANAGEMENT AND FINANCIAL REPORT (09:50-10:20)
Fiona Reynolds, Managing Director, PRI

Q&A (10:20-10:50)
Martin Skancke, Chair, PRI Board

2017 BOARD DIRECTOR ELECTIONS (10:50-11:00)
Martin Skancke, Chair, PRI Board
PRI BOARD REPORT

Martin Skancke, PRI Chair
PRI Board report

PRIORITIES

▪ IMPLEMENTATION OF THE 2015-18 STRATEGIC PLAN

▪ THE BLUEPRINT FOR RESPONSIBLE INVESTMENT

▪ SETTING THE 2018-21 STRATEGIC PLAN
Blueprint for responsible investment

Over the next 10 years, the PRI will focus on the following areas of impact:

RESPONSIBLE INVESTORS
We will strengthen, deepen and expand our core work of leading responsible investors in their pursuit of long-term value.

- EMPOWER ASSET OWNERS
- SUPPORT INVESTORS INCORPORATING ESG ISSUES
- FOSTER A COMMUNITY OF ACTIVE OWNERS
- SHOWCASE LEADERSHIP AND INCREASE ACCOUNTABILITY
- CONVENE AND EDUCATE RESPONSIBLE INVESTORS
Blueprint for responsible investment

Over the next 10 years, the PRI will focus on the following areas of impact:

- CHALLENGE BARRIERS TO A SUSTAINABLE FINANCIAL SYSTEM
- DRIVE MEANINGFUL DATA THROUGHOUT MARKETS

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.
Blueprint for responsible investment

Over the next 10 years, the PRI will focus on the following areas of impact:

A PROSPEROUS WORLD FOR ALL
We will enable signatories to improve the real world – now and in the future – by encouraging investments that positively impact the societies in which we live and the environment we pass on to future generations.

• CHAMPION CLIMATE ACTION
• ENABLE REAL-WORLD IMPACT ALIGNED WITH THE SDGs
PRI Board report

2018-21 STRATEGY

▪ FOCUS ON ESG INTEGRATION

▪ CLOSER TO SIGNATORIES

▪ INCREASING ACCOUNTABILITY

#PRlinPerson
MANAGEMENT AND FINANCIAL REPORT

Fiona Reynolds, PRI Managing Director
2016/17

Objective 1: Supporting implementation
Objective 2: Convening for collaboration
Objective 3: Engaging decision makers
Objective 4: Facilitating education
Objective 5: Enhancing accountability
Objective 6: Strengthening voice
Objective 7: Strengthening key regions
Objective 8: Increasing asset owner participation
Objective 9: Collaborating with key stakeholders
Objective 10: Working with UN partners
Objective 11: Enhancing infrastructure
Objective 12: Developing human capital
Objective 13: Supporting effective governance
Objective 14: Building financial stability

PRI in Person
Creating the Blueprint

NEARLY 2,000 INDIVIDUALS
ATTENDED REGIONAL CONSULTATION WORKSHOPS AND WEBINARS, FROM OVER 520 ORGANISATIONS (NEARLY 50% OF ALL SIGNATORIES)

OVER 500 WRITTEN RESPONSES TO OUR ACCOUNTABILITY AND DIVERSITY CONSULTATION

NEARLY 200 WRITTEN RESPONSES TO OUR SUSTAINABLE, FINANCIAL SYSTEM, PRINCIPLES, IMPACT CONSULTATION

STRONG STAKEHOLDER ENGAGEMENT 120+ WERE FROM NON-SIGNATORIES
Blueprint video
Signatory involvement

More than **300** people sit on advisory committees and working groups.

**250** peer-to-peer requests for assessment reports on PRI Data Portal in first two months

**724** enrolments in PRI Academy

Nearly **2,000** delegates at regional events

**600+** attendees at PRI in Person Singapore (incl. **40%** from Asia)

**1,248** reporters to the PRI Reporting Framework

**20,000+** downloads of *A practical guide to ESG integration for equity investing*

Over **4,000** downloads of PRI podcasts

**77%** increase in posts on the PRI Collaboration Platform

Nearly **2,000** delegates at regional events
Supporting implementation

Objective: Support signatories in making progress towards implementing the Principles

Taking integration to the next level

The most comprehensive description to date of what ESG-integrated analysis is, and how it works in practice.

- Over 50 case studies

Promoting ESG consideration in credit ratings

Why ESG factors matter in credit risk analysis, what investors and CRAs are doing on the matter, and what their expectations are

Statement on ESG in Credit Ratings

120+ Institutional Investors (more than US$19trn AUM)

12 Credit ratings agencies

Beyond listed equities and fixed income
Convening for collaboration

Objective: Provide opportunities for signatories to convene, share knowledge and collaborate

SUPPORTING COLLABORATIVE ENGAGEMENT ACROSS ISSUES

**Environmental**
- Engaging with oil and gas companies on fracking: an investor guide
- An investor’s guide to methane
- Palm oil investor field trip

**Social**
- From poor working conditions to forced labour – what’s hidden in your portfolio?
- How are social issues influencing investment decisions?
- Human rights in the extractive sector collaborative engagement

**Governance**
- Engaging on anti-bribery and corruption: a guide for investors and companies
- Investors’ recommendations on corporate income tax disclosure
- Engaging on director nominations: an investor guide
Engaging decision-makers

Objective: Engage and facilitate dialogue with key decision-makers

Fiduciary duty

- Eight country-specific roadmaps
- *Statement on investor obligations and duties* signed by more than 120 investors
- *Investor obligations and duties in six Asian markets*

Launch of the Sustainable Financial System (SFS) programme

Four priority projects for 2017/18:

- asset consulting services
- trustee readiness for a sustainable system
- macro risks - investor response to threats and instability
- system links and the role of actors
Enhancing accountability

Objective: Enhance signatory accountability mechanisms

PRI Data Portal
Search, view, request, access and export responsible investment and assessment reports

50% of asset owners and 48% of investment managers have accessed the PRI Data Portal since July launch

Service provider reporting
29% participated in the voluntary pilot

New selection, appointment, monitoring module

Assurance
- Recommendations in 2017
- Random check in 2018

Nearly 50,000 downloads of PRI Transparency Reports
Accountability consultation: minimum requirements

Objective: Enhance signatory accountability mechanisms

- Investment policy setting out the firm's responsible investment approach covering >50% of AUM
- Staff (internal or external) explicitly responsible for implementing responsible investment policy
- Senior-level oversight of, and accountability mechanisms, for implementing responsible investment

“Strengthening accountability”
Monday, 25 September - session 14:00-15:00
Accountability consultation: leadership

Objective: Enhance signatory accountability mechanisms

Leadership report, identifying:

- **leadership group**
  based on leading practice across implementation, governance and transparency

- **examples of good practice**
  to share knowledge

“Strengthening accountability”
Monday, 25 September - session 14:00-15:00
Increasing asset owner participation

Objective: Increase representation and participation of asset owners

New resources

- Investment policy: process and practice
- A practical guide to ESG integration for equity investing
  - Chapter 4: Assessing external managers
- Selection tool for hedge funds
- Appointment tool for private equity
Increasing asset owner participation

Objective: Increase representation and participation of asset owners

43 new asset owners

- Ahold Pensioenfonds
- ATP
- BNP Paribas Cardif
- BpF Bouw Stichting
- Bedrijfstakpensioenfonds voor de Bouwnijverheid
- Brasilprev Seguros e Previdência
- Daido Life Insurance Company
- Development Bank of Japan
- Die Bayerische
- GRUPO FINANCIERO BANORTE S A B DE C V
- Ithmar Capital
- Jeremy Coller Foundation
- Juniata College
- Kent County Council Superannuation Fund
- Khazanah Nasional Berhad
- MACIF
- MAPFRE, SA
- Movestic Livförsäkring AB
- Natixis Assurances
- Niederösterreichische Vorsorgekasse AG
- Nippon Life Insurance Company
- Northwestern University
- P+ (DIP/JOEP)
- Peninsula Participações
- Pensioenfonds PGB
- Pension Fund Association
- PFA Pension
- PKA
- Rockefeller Brothers Fund
- Sampension Administration A/S
- SEB Life and Pension
- Stichting Pensioenfonds Blue Sky Group
- Stichting Pensioenfonds van de ABN AMRO Bank N.V.
- The Consolidated Retirement Fund for Local Government
- The Nobel Foundation
- The University of Maryland Foundation, Inc
- Thompson Rivers University
- Transport for London Pension Fund
- Unipol Gruppo Finanziario S.p.A - UnipolSai Assicurazioni
- UNIVERSITÉ DE MONTRÉAL (FONDS DE Dotation)
- University of the Arts London
- University of Toronto AM Corporation (re University of Toronto Pension Plan)
- University of Toronto AM Corporation (re University of Toronto Endowment)
- World Resources Institute
Collaborating with key stakeholders

Objective: Collaborate with key stakeholders to further our mission

Working with:

OECD
Better Policies for Better Lives

MSCI

Ceres
Sustainability is the bottom line.

and our UN partners:

United Nations Global Compact

UNEP Finance Initiative
Climate action

The highest priority ESG issue reported by signatories

Representing the investor voice

- Managing climate risk and seizing low-carbon opportunities
  - with IIGCC, Ceres, UNEP FI, Carbon Tracker Initiative, IGCC and AIGCC
- Mobilising business action in support of the Paris Agreement
  - with UN Global Compact

Supporting company engagement on TCFD

Aligning reporting with TCFD

Supporting initiatives world-wide

Contributing to:

- G20 Green Finance Study Group
- FSB Task Force on Climate-related Financial Disclosures
- European Commission High-Level Expert Group on sustainable finance
- China’s green finance task force and environmental disclosure guidelines

2 degrees of separation

- rank oil and gas companies to identify where shareholders’ money could be most exposed to the low-carbon transition

26% of asset owners and 27% of investment managers do not view climate change as long-term risk
Strengthening key regions

Objective: Strengthen capacity and expertise in key markets

**Expanded our presence outside London**

**Expanded our language capabilities**

**Translated more documents into more languages**
# Building financial stability

**Objective:** Continue to build a financially sustainable organisation

## INCOME

<table>
<thead>
<tr>
<th>Source</th>
<th>2016/17 Actual (£000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership fee</td>
<td>7,807</td>
</tr>
<tr>
<td>Grants, donations and other income</td>
<td>154</td>
</tr>
<tr>
<td>Events net income</td>
<td>-92</td>
</tr>
<tr>
<td>PRI Academy</td>
<td>252</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td><strong>8,122</strong></td>
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</table>
# Building financial stability

**Objective:** Continue to build a financially sustainable organisation

## EXPENDITURE

<table>
<thead>
<tr>
<th>Category</th>
<th>2016/17 actual (£000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (incl. networks/recruitment/training)</td>
<td>5,186</td>
</tr>
<tr>
<td>Bought-in services and consulting</td>
<td>838</td>
</tr>
<tr>
<td>Meetings and travel expenses</td>
<td>649</td>
</tr>
<tr>
<td>Rent</td>
<td>398</td>
</tr>
<tr>
<td>IT costs and telephones</td>
<td>386</td>
</tr>
<tr>
<td>Legal &amp; professional services</td>
<td>139</td>
</tr>
<tr>
<td>Events, conferences and hospitality</td>
<td>139</td>
</tr>
<tr>
<td>Other</td>
<td>314</td>
</tr>
<tr>
<td><strong>TOTAL (PRI in Person expenditure not included)</strong></td>
<td><strong>8,051</strong></td>
</tr>
</tbody>
</table>
Looking ahead
Implementing the Blueprint

- New three-year strategy for 2018-21
- No fee increase beyond inflation
- Formal consultation on the strategy will commence in late October 2017
PRI Executive team

Here for you

Fiona Reynolds
Managing Director

Mark Blair
Chief Finance Officer

Graeme Griffiths
Global Networks & Outreach

Lian Hillier
People & Culture

Peter De Graaf
Chief Operating Officer

Mandy Kirby
Reporting, Assessment & Accountability

Kris Douma
Investment Practices & Engagements

Lorenzo Saà
Global Networks & Outreach

Nathan Fabian
Policy & Research
Q&A
2017 PRI BOARD DIRECTOR ELECTIONS

Martin Skancke, PRI Chair
2017 BOARD DIRECTOR ELECTIONS

NOMINATIONS

Asset owners: 3 candidates for 3 open positions
Investment managers: 11 candidates for 1 open position

TIMETABLE

w/c 16 October: voting opens
28 November: voting closes
w/c 4 December: announcement of the results
2017 PRI BOARD DIRECTOR ELECTIONS

ASSET OWNER CANDIDATE

MARCUS MADUREIRA
Planning Director, Caixa de Previdência dos Funcionários do Banco do Brasil (PREVI),

Latin America
2017 PRI BOARD DIRECTOR ELECTIONS

ASSET OWNER CANDIDATE

PRIYA MATHUR
Board member, California Public Employees’ Retirement System (CalPERS)

North America
2017 PRI BOARD DIRECTOR ELECTIONS

ASSET OWNER CANDIDATE

RENOSI MOKATE
Chairperson, Board of trustees, Government Employees Pension Fund of South Africa

Africa
2017 PRI BOARD DIRECTOR ELECTIONS
INVESTMENT MANAGER CANDIDATE

RUNA ALAM
CEO & Co-Founding partner, Development Partners International
Europe
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

CAROL GEREMIA
President (designate), MFS Investment Management

North America
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

LISA HAGERMAN
Director of programs, DBL Partners
North America
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

ADI HERZBERG
Head of Legal, Fund Structuring, US and Latin America; Director, General Counsel Department, Credit Suisse Group AG

Europe
2017 PRI BOARD DIRECTOR ELECTIONS
INVESTMENT MANAGER CANDIDATE

RADHA KUPPALLI
Executive Director, Investor Services, New Forests Pty Ltd
Australasia
2017 PRI BOARD DIRECTOR ELECTIONS
INVESTMENT MANAGER CANDIDATE

SCOTT MATHER
Chief Investment Officer, Core Strategies, PIMCO
North America
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

ALEXANDRA MORRIS
Chief Investment Officer, Skagen AS, Europe
2017 PRI BOARD DIRECTOR ELECTIONS
INVESTMENT MANAGER CANDIDATE

THERESE NIKLASSON
Global Head of ESG, Investec Asset Management
Africa/Europe
2017 PRI BOARD DIRECTOR ELECTIONS
INVESTMENT MANAGER CANDIDATE

STEPHEN PEEL
Co-Founding Partner, Novalpina Capital

Europe
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

ERIC SCHWEFLER
Head, Relationship Management, Banco BTG Pactual SA
North America
2017 PRI BOARD DIRECTOR ELECTIONS

INVESTMENT MANAGER CANDIDATE

TYCHO SNEYERS
Managing Partner, LGT Capital Partners

Europe
Thank you, enjoy the conference