

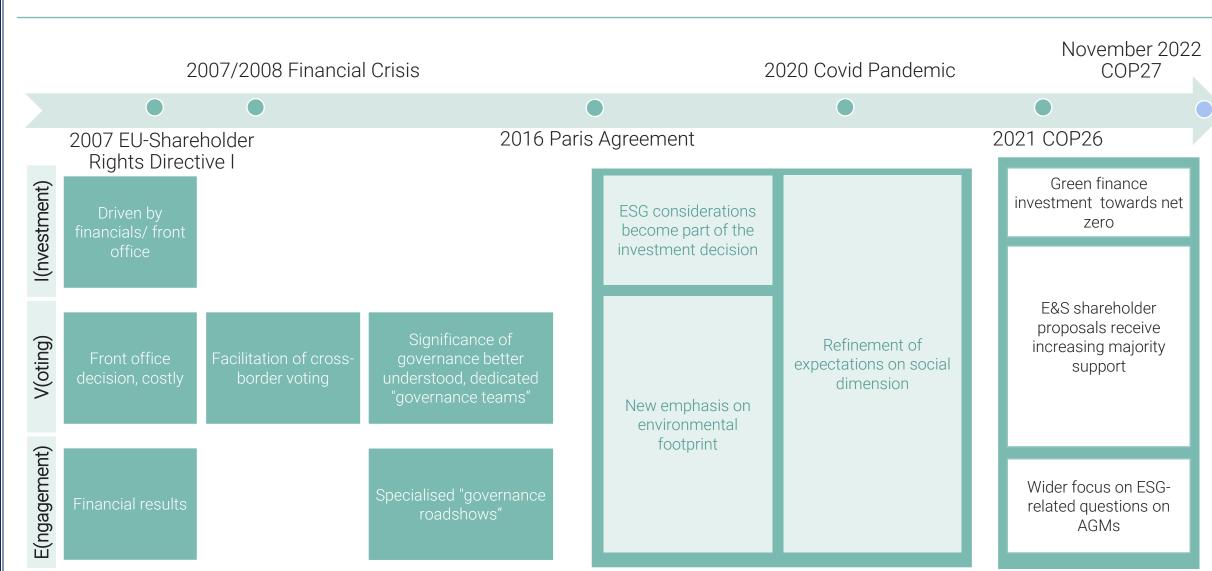








## THE EVOLUTION OF INVESTOR EXPECTATIONS





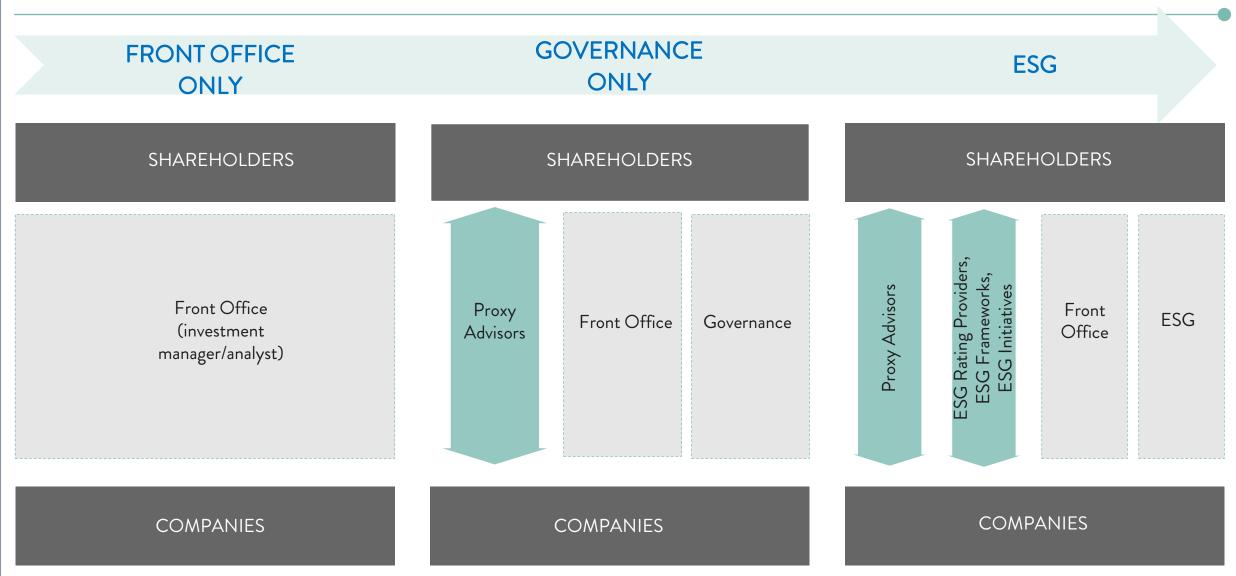








# INCREASING COMPLEXITY OF INVESTOR – COMPANY INTERFACE







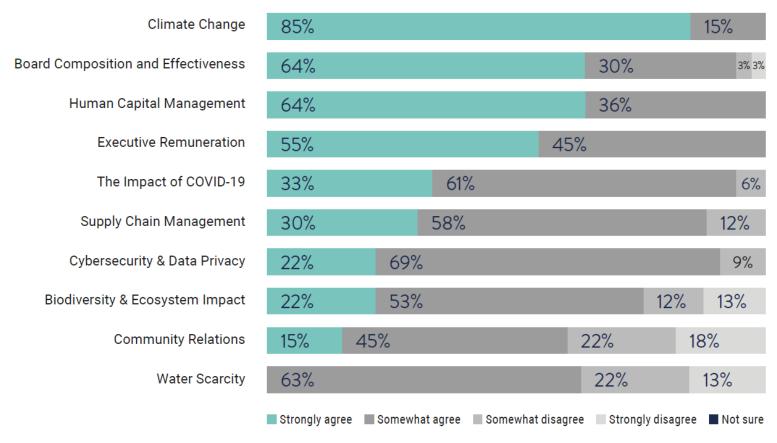






## **VOTING & ENGAGEMENT – ISSUES FOR ENGAGEMENT**

To what extent do you agree with the following statement: "During the last year, this issue in particular has prompted me to seek engagement with companies"?



MORROWSODALI





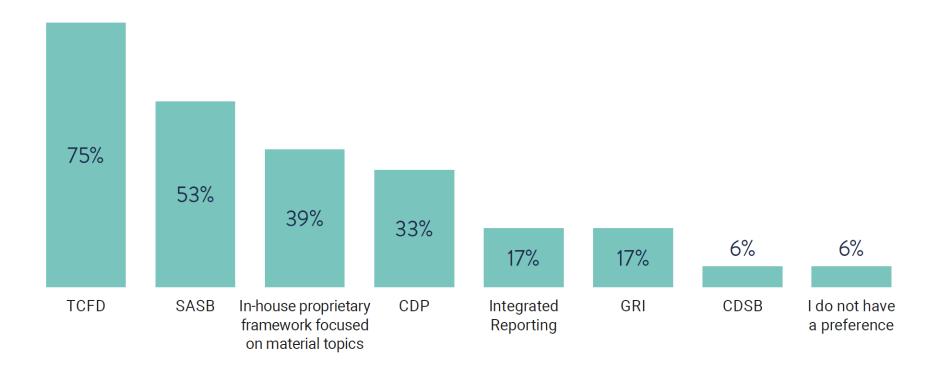






#### INVESTOR EXPECTATIONS – REPORTING STANDARDS

What are your preferred ESG frameworks for companies to best disclose their material ESG topics?



MORROWSODALI Institutional Investor Survey 2021











#### **ESG RATINGS**

Little consistency across ESG ratings providers and a lack of industry norms regarding measurement, quality, and transparency,.

More than 600 ESG standards and frameworks, data providers and ratings & rankings

20 of the largest global asset managers use 4 or more ESG ratings providers, and 30 have their own inhouse systems

Tension between individual components of ESG that often postulate objectives in conflict with one another



"[B]y moving from the 25th to the 75th percentile in terms of ESG disclosure, firms saw the spread between their best and worst ESG scores widen by as much as 31 percent."

Sens, What does an ESG Score Really Say About a Company, HBS













# BOARD STRUCTURE - COMMITTEE OVERSIGHT & BOARD INFORMATION FLOWS

Audit Committee

Disclosures

Processes and controls

Assurance

Compensation Committee Accountability Talent and culture

Nominating and Governance Committee Engagement Board composition Education

Risk Committee Non-financial risk assessment Environmental stress test modelling











## COMPANIES' SUSTAINABILITY JOURNEY





# THANK YOU



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