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THE PRI

THE PRI'S MISSION

"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."



2

UN PARTNERS:

UNEP FINANCE INITIATIVE UN GLOBAL COMPACT



4800+

SIGNATORIES:

ASSET OWNERS, INVESTMENT MANAGERS AND SERVICE PROVIDERS



120+

US\$ TRILLION:

ASSETS UNDER MANAGEMENT



6

PRINCIPLES:

RECOGNISING THE MATERIALITY OF ENVIRONMENTAL, SOCIAL AND CORPORATE GOVERNANCE ISSUES



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THE BLUEPRINT FOR RESPONSIBLE INVESTMENT

The Blueprint for responsible investment, launched in 2017, lays out the PRI's 10-year plan. It is underpinned by three-year strategies and delivered through annual work programmes.

The Blueprint and each strategic plan have been developed through extensive consultation with signatories, UN partners and the PRI Board.



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

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

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 genera-

- CHAMPION CLIMATE ACTION
- ENABLE REAL-WORLD IMPACT **ALIGNED WITH THE SDGs**

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2021-24 STRATEGY MAP

BUILDING A BRIDGE BETWEEN FINANCIAL RISK, OPPORTUNITIES AND REAL-WORLD OUTCOMES

delivers sustainable performance.

STRATEGIC DRIVERS

BIG TENT

We welcome a diverse and global signatory base. Diversity gives us strength. We aim to provide value for all.

ACCOUNTABILITY

Accountability is critical for signatory credibility and drives progress.

SCALABILITY

Scale leverages signatories' responsible investment effort and impact. We aim to support signatory learning and collaboration at scale.

OUR KEY INITIATIVES 2021-24

RESPONSIBLE INVESTORS	1.	Provide evidence, tools, guidance and examples of best practice on assessing financial risks/opportunities and links to real-world outcomes
	2.	Develop investors' understanding of, and approach to, stewardship
	3.	Facilitate collaborative engagements on priority ESG issues
	4.	Provide dedicated support for asset owners
	5.	Increase support for responsible investment in emerging markets
	6.	Deliver the new reporting and assessment process, following the pilot
	7.	Develop a leadership programme that recognises excellence and supports learning
	8.	Increase minimum requirements
	9.	Build confidence in data reported to the PRI, by exploring stronger assurance measures
	10.	Enhance training for investment professionals through the PRI Academy
	11.	Better connect investors and academics
SUSTAINABLE MARKETS	12.	Engage with policy makers on climate and other priority issues
	13.	Contribute to ESG incorporation being implemented in financial policy and regulation
	14.	Conduct legal and policy analysis to help develop the environment and frameworks needed to support investing for real-world outcomes
	15.	Work with other financial market participants to ensure their products and services are aligned with the sustainability needs of their investor clients
	16.	Collaborate with others to develop a single global sustainability reporting system for investors and corporations
	17.	Analyse investment market structure, to define sustainability-enhancing interventions for systemically important participants
A PROSPEROUS WORLD FOR ALL	18.	Provide tailored guidance on investing with real-world outcomes across multiple markets
	19.	Develop tools and guidance for assessing climate risk.
	20.	Support signatory climate action in aligning portfolios towards net zero by 2050.
	21.	Build investors' understanding of human rights and support them in embedding the UN Guiding Principles and the OECD Guidelines for Multinational Enterprises
	22.	Support investor action on priority ESG issues, including through incorporation activities and shaping outcomes in line with planetary boundaries, inclusive societies and a corporate culture that

ENABLERS

SUPPORTING SIGNATORIES

- Increased global operating presence
- Digital transformation
- Deeper signatory engagement

SUPPORTING PEOPLE

- Post-pandemic ways of working
- Diversity and inclusion
- Professional development
- Recruitment and retention

FINANCIAL MANAGEMENT

- Signatory certainty on fees
- Strong reserves
- Strong financial oversight

GOVERNANCE

- Elected representative boardStrategic direction and oversight
- Accountability and transparency
- UN links

Read our three year strategy at:

unpri.org/strategy-paper

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MESSAGE FROM THE CEO



David Atkin CEO, PRI

Never before has the crucial role of responsible investment been more apparent, and as a result, the depth and breadth of engagement in ESG by investors continues apace. Responsible investment in many markets has moved firmly into the mainstream, with Bloomberg Intelligence estimating that ESG assets may surpass us\$41 trillion in 2022.

Against this backdrop, and with PRI's signatory base approaching 5,000, we look forward to engaging with you in the year ahead. As ever, we maintain an ongoing dialogue with you via multiple channels including our <u>quarterly signatory update</u>, <u>annual report</u>, <u>blog</u>, <u>events and webinars</u>.

At the outset of the PRI's current strategy cycle, 2021-2024, the PRI Board committed to a signatory consultation on the PRI's mission and purpose. This will be an opportunity to engage with signatories to create a shared vision for the role of the PRI going forward. At the same time, as the signatory base continues to grow and diversify, the time is right to review our offerings and the value that we deliver to signatories. We will undertake a series of activities, both online and in-person, to hear from signatories what they most value about being part of the PRI, and to enable us to refine, tailor and deliver on our value proposition. These conversations with signatories will be from September to November 2022.

Here in our 2022/23 work programme, you'll find an overview of our work supporting you in the year ahead.

The work programme illustrates how we'll deliver on our <u>strategy</u> in the year ahead. Given evolving dynamics, such as the war in Ukraine, we'll also be flexible, adapting our resources to keep you informed of the implications of current events for responsible investing. Signatory discussions over the course of the year will also ensure that our work programme remains relevant to the issues signatories face as the year progresses.

The feedback we received from you over the past year has been invaluable and will ultimately shape the 2023 Reporting Framework, ensuring that it has a clear purpose and delivers signatory value.

Despite the ongoing challenges of the pandemic, responsible investment continues to gather momentum. We welcomed 1,148 new signatories in the past year, including 85 asset owners, bringing our signatory base to over 4,800. I am pleased to report that our global representation also continues to grow, with three of our four fastest growing regions in emerging markets.

Finally, reporting and assessment sits at the top of our agenda. The feedback we received from you over the past year has been invaluable and will ultimately shape the 2023 Reporting Framework, ensuring that it has a clear purpose and delivers signatory value. In June 2022, the 2021 public transparency reports and private assessment reports will be launched, alongside an updated assessment methodology. I want to thank you again for your continued patience and understanding throughout this process.

It's an exciting year ahead, for responsible investment and for our signatories around the world. More than anything, I'm looking forward to working with you all.

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OUR ACHIEVEMENTS 2021/22

SIGNATORY BASE

27% Net signatory growth

4,800+

Signatories

EVENTS & WEBINARS

20k+ 113

Registrations

Webinars

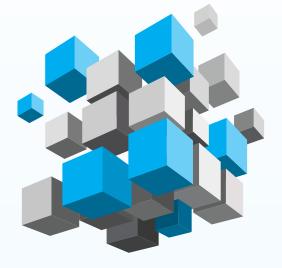
6,500

Registrants

from

100+ **Countries**

At the PRI **Digital** Conference



NEW RESOURCES

50+ Reports, tools and guides

100+ **Articles and blog posts**

65+ 33 Case studies

Podcasts

WORKING TOGETHER

380+

Signatories participants

In PRI advisory committees, working, practitioner and reference groups

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WHAT'S COMING IN 2022/23

RESPONSIBLE INVESTORS



- Guidance and case studies on investment mandates
- Dedicated resources for smaller asset owners
- New guidance on responsible investment policies
- DDQs on fixed income and diversity, equity and inclusion
- Guidance on integrating climate commitments into multi-asset portfolios
- Themes and recommendations from the 2021 asset owner reporting data
- Encourage and convene leadership through the UN-convened Net-Zero Asset Owner Alliance
- How asset owners can use the selection, appointment and monitoring process to align with Active Ownership 2.0
- How to resource stewardship



SUPPORT INVESTORS INCORPORATING ESG ISSUES

LISTED EQUITY

- New technical guide and case studies on ESG integration in listed equity
- New practitioners' group on putting net zero commitments into action.

FIXED INCOME

- Continuing to promote greater incorporation of ESG issues into credit ratings
- Guidance on considering climate and human rights in sovereign debt
- New publications and events on sub-sovereign debt
- Exploration of ESG factors' role in structured products

PRIVATE MARKETS

- Exploring ESG data issues in the private debt and equity markets
- Case studies and DDQ for venture capital
- Workshops on ESG-linked financing
- Guidance and case studies on real assets
- Work on sustainability outcomes in private markets, including climate commitments and human rights



- Climate Action 100+ phase two
- New stewardship initiative on human rights and social issues
- New stewardship initiative on resilient natural systems
- Case studies on Active Ownership 2.0
- Guidance on escalation pathways
- Definition on what stewardship means in private markets and what is best practice
- Guidance on pooling resources to advance stewardship priorities
- Proxy season support, including via the PRI Collaboration Platform and the shareholder resolution database

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WHAT'S COMING IN 2022/23

RESPONSIBLE INVESTORS



- Streamlined 2023 Reporting Framework
- Priorities around:
 - Accountability as PRI signatory
 - Enabling change through investment practice
 - Providing transparency
- New opportunities for signatories to provide input on how PRI reporting delivers value.
- Fourth year of the PRI Awards, for presentation at PRI in Person. Nominations open in May.



CONVENE AND EDUCATE INVESTORS

EVENTS AND CONFERENCES

- 100+ new digital events
- A return to in-person events
- PRI in Person & Online

BRIDGING THE GAP BETWEEN ACADEMICS AND INVESTORS

- Academic Network 11,000+ academics and investors learning from research evidence
- Academic Network Conference and Call for Papers
- Seminar series
- Review tools: Academic ESG review, ESG data review and Top Academic Resources on RI
- Bi-weekly academic blog posts bringing insights to investors

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WHAT'S COMING IN 2022/23

SUSTAINABLE MARKETS



CHALLENGE BARRIERS TO A SUSTAINABLE FINANCIAL SYSTEM

Policy programme focusing on US, UK, EU, China, Japan, Australia and Canada, and on global sustainable finance policy reforms

- Engagement with policy makers, regulators and investors on financial policy, including ESG regulation and disclosure; and sustainability issues policy, with a focus on climate and human rights
- Engagement with regulators and recommendations to enable investing for realworld sustainability outcomes, through Legal Framework for Impact project
- Multilateral work on sustainable finance policy reform, through engaging with OECD, G7/G2o and other key organisations to support sustainable finance policy
- Thought leadership on what the rise of passive investment means for a sustainable financial system based on consultation and dialogue with signatories
- Engagement with policy makers and industry on implementing recommendations on aligning pension systems with sustainability



- Clarity for standard setters and policy makers on investors' sustainability data needs, starting with climate, human rights and resilient natural systems
- Explore how ESG data providers can better support investors seeking to align their investments with sustainability goals

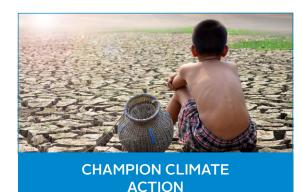
Engagement with standard setters and policy makers on:

- Harmonising corporate sustainability reporting
- Accelerating the inclusion of data on sustainability performance and wider sustainability outcomes

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WHAT'S COMING IN 2022/23

A PROSPEROUS WORLD FOR ALL



- Support for Net-Zero target-setting and implementation, via initiatives including:
 - Net-Zero Asset Owner Alliance
 - Net-Zero Asset Managers Initiative
 - Net-Zero Investment Consultants Initiative
 - Net-Zero Financial Service Providers Alliance
 - Active participation in finance-sector wide forums such as Glasgow Financial Alliance for Net-Zero
- Support for Initiative Climat International (iCI)
- Guidance and support on climate risk disclosure and management, including through the Inevitable Policy Response and supporting mandatory TCFD regulation in key markets
- Encouraging government ambition and action towards COP27, focusing on US, China and the EU



 Investor workshops and resources on why and how investors invest with SDGs and sustainability outcomes

ENVIRONMENTAL ISSUES

- Support for Investor Policy Dialogue on Deforestation, and on implementing deforestation commitments, including through the sustainable commodities practitioner group
- Biodiversity resources and collaborative engagement, as well as policy work feeding into CBD and COP15
- Extension of circular economy work on plastics to other priority materials and value chains, and investor disclosure needs
- New collaborative engagement on resilient natural systems

HUMAN RIGHTS AND SOCIAL ISSUES

- Human rights case studies, collaborative engagement and efforts to standardise data
- Guidance on diversity, equity and inclusion, and highlighting investor action and policy measures that investors can support
- Investor engagement and safeguarding expectations to advance the decent work agenda

GOVERNANCE ISSUES

- Responsible political engagement: work with signatories to develop stewardship guidance aiming to eradicate opaque practices and transform political engagement into a lever for sustainability progress
- Tax fairness: support signatories to move towards practices that align with tax fairness, via better integration into engagement & voting practices, contribution to the policy debate & codevelopment of a model investor policy on tax

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GET INVOLVED

Signatory consultations, working groups, calls for submissions and collaborative engagements all provide opportunities for signatories to get involved in the PRI's work.



KEEP UP-TO-DATE

Hear from PRI and industry experts:

- Register for events and webinars
- Subscribe to our <u>podcast</u>
- Follow our blog
- Attend an <u>academic seminar</u>
- Sign up to <u>Policy newsletter</u> and <u>Academic newsletter</u>
- Read our <u>quarterly signatory update</u>
- Join us at PRI in Person & Online
- Follow us on <u>Twitter</u> and <u>LinkedIn</u>
- Keep an eye on the PRI website

GROUPS AND COMMITTEES

Share knowledge with fellow signatories and shape PRI's work programmes in specific asset classes, issues or other topics. Currently open to join:

- Global Policy Reference Group
 Open to senior policy professionals working on sustainable finance policy
- Corporate Reporting Reference Group Addressing the lack of consistent and comparable ESG data

VIEW ALL GROUPS

ENGAGEMENTS AND INITIATIVES

COLLABORATIVE ENGAGEMENTS

Press for change at companies, with like-minded investors

 Invite support for, and join existing, engagements on the <u>PRI Collaboration</u> <u>Platform</u>

Join PRI-led engagements:

- Climate Action 100+
- Collaborative stewardship initiative on human rights and social issues

Join net-zero initiatives for:

- Asset owners
- <u>Investment managers</u>
- Investment consultants

SUBMISSIONS

Share experience and views:

- Respond to calls for <u>case studies</u> on investor practice
- Participate in our responses to <u>public policy</u> consultations

CONSULTATIONS

- Mission and Purpose What is the role of the PRI? Sep – Nov 2022
- Signatory Value Proposition
 What PRI services bring you most value?

 Sep Nov 2022

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SUPPORTING OUR SIGNATORIES

We have a strong team of dedicated **Signatory Relations** staff based in 16 countries who work with signatories in more than 80 countries. Our teams of **sector specialists** can be contacted to discuss a particular area of our work. Furthermore, we have experienced staff in **Events & Learning** who enable the signatory journey through knowledge sharing and best practices.

SIGNATORY RELATIONS

We have relationship teams (assisted by a central Operations Team) that are ready to support our signatories across:

- the Americas
- Northern Europe
- Middle East and Africa
- Continental Europe
- Asia Pacific

SPECIALIST TEAMS

Our specialist teams engage with signatories through investor initiatives, events and workshops, as well as through PRI Advisory Committees and other signatory groups:

- Sustainability issues covering climate, environment, governance, human rights and social issues, as well as the academic network
- Responsible Investment covering investment practices across asset classes, stewardship, policy, sustainable markets and ESG data

EVENTS & LEARNING

We have experienced staff that are ready to support the signatory journey through:

- Events we create learning and networking opportunities with industry professionals
- Learning by connecting and providing access to responsible investment resources, both locally and internationally

Beyond our **London Headquarters**, we also have offices in the US **(New York)**, France **(Paris)** and China **(Beijing)**.

We are proud of our diverse growth in areas of expertise, language, location, and cultural backgrounds. We hope to continue the momentum and look to increase our global operating presence to enable us to deepen our engagements and connect with our signatories.

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JOIN US AT IN-PERSON AND DIGITAL EVENTS



The coming of age of responsible investment

30 November to 2 December 2022, Barcelona - Spain, and broadcast online

After a two year hiatus during the pandemic, we return to in-person gatherings with the return of our signature event.

Nearly 2,000 investment industry professionals will gather in Barcelona, Spain, with many others joining digitally.

We will be assessing how the industry can evolve to meet the growing scrutiny and responsibility it faces as ESG practice matures and becomes mainstream.

REGISTRATION OPENING SOON



DIGITAL EVENTS

Choose from more than 100 public webinars throughout the year, and look out in particular for our Digital Forum focus months.

SEE ALL EVENTS AND WEBINARS

EMAIL US









SPOTLIGHT Principles to Practice

SPOTLIGHT

Investor Action for
Social Transformation

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PRIACADEMY

Global leader in online responsible investment training.

Leveraging the PRI's unique expertise, industry connections and independent global perspective, the PRI Academy leads the way in **applied ESG investment training** for industry professionals, delivered in a flexible and engaging online format.

In 2021, to address the evolving and dynamic needs of investment professionals, **we relaunched the Academy** with a new suite of courses, a user-friendly learning platform, and introduced digital badges to help learners showcase their achievements.









WHAT'S NEW FOR 2022/23



New ESG in Alternatives Module

Private equity, Real estate, Infrastructure, Private debt



New Fixed Income case studies



Enhanced learner experience

More active case-based learning, multimedia features and practitioner content



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THE PRI BOARD

The board is composed of one independent Chair, ten Directors and two permanent UN Advisors

CHAIR



Martin Skancke Independent Appointed until 2023



Scott Connolly
Telstra Super
(Australia)
Elected until 2024



Eva Halvarsson AP2 (Sweden) Elected until 2022



Sharon Hendricks CalSTRS (USA) *Elected until 2024*



DIRECTORS ELECTED BY ASSET OWNERS

Takeshi Kimura Nippon Life Insurance Company (Japan) Elected until 2023



Wilhelm Mohn NBIM (Norway) Elected until 2024



Renosi Mokate GEPF (South Africa) Elected until 2023



Laetitia Tankwe CFDT (France) *Elected until 2024*

DIRECTORS ELECTED BY NON-ASSET OWNERS



Wendy Cromwell Wellington (USA) Elected until 2024



Tycho Sneyers LGT (Switzerland) Elected until 2023



Michael Jantzi Sustainalytics (Canada) Elected until 2022

PERMANENT UN ADVISORS

UNGC



Sanda Ojiambo UN Global Compact



UNEP FI

Eric Usher UNEP FI

BOARD ELECTIONS

Nominations for one asset owner position and one service provider position will begin in June 2022. To register your interest in advance, email: governance@unpri.org.

SIGNATORY GENERAL MEETING (SGM)

SGM is taking place on 13 October 2022. Signatories will be invited to register in July 2022.

GET IN CONTACT

The PRI encourages all signatories to participate actively in its governance and strategic direction. If you would like to raise a topic with the board, please email: governance@unpri.org. Read more about PRI governance at: unpri.org/pri/pri-governance

BOARD PRIORITIES 2022

- Lead the Mission and Purpose consultation, engaging with signatories on a shared vision for the PRI.
- Oversee delivery of the 2023 Reporting Framework.
- Oversee organisational development, including the signatory value proposition, the target operating model and the risk framework.

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THE PRI LEADERSHIP TEAM



David Atkin Chief Executive Officer



Mark Blair Chief Financial Officer



Nathan Fabian Chief Responsible Investment Officer



Lian Hillier Chief People Officer



Lorenzo Saà **Chief Signatory Relations Officer**



Alexander Scott Chief Technology Officer



Shelagh Whitley Chief Sustainability Officer



unpri.org/meet-the-team

^{*}Chief Operating Officer and Chief Reporting Officer roles are expected to be appointed April-June.

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SIGNATORY FEES

As a not-for-profit organisation, signatory fees and other revenue are all spent on delivering value to signatories. This year, the board has decided not to implement an inflationary increase for signatory fees, meaning fees will remain the same as 2021.

Fees are calculated based on signatories' AUM (for asset owners and investment managers) or number of investment staff (for service providers) as reported in the PRI's 2021 Reporting and Assessment Framework.

Asset owners					
AUM (US\$ billion)	Fee (£)				
>10	8,781				
5 - 9.99	6,659				
1 - 4.99	3,069				
0.1 - 0.99	874				
O - O.1	478				

Investment managers				
AUM (US\$ billion)	Fee (£)			
>50	14,222			
30 – 50	12,505			
10 – 29.99	11,372			
5 - 9.99	7,959			
1 – 4.99	4,546			
0.1 – 0.99	1,717			
0 – 0.09	1,134			

Service providers				
Employees	Fee (£)			
>200	8,781			
51 – 200	6,659			
26 – 50	3,069			
11 – 25	874			
<10	478			

Service providers

DISCOUNTS AND WAIVERS

Asset owners with headquarters in a country classified by the IMF as an emerging market or developing economy can apply for a discount. For further details, contact info@unpri.org.

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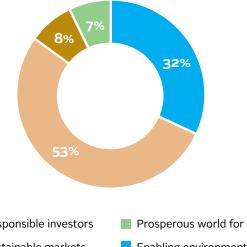
THE BUDGET

EBITDA

OPERATING REVENUE	FORECAST 2021/22 (£000s)	BUDGET 2022/23 (£000s)
Signatory fees renewals	22,071	25,670
UN Asset Owner Alliance fees	815	934
Events	473	3,57
PRI Academy	1,309	1,200
Grants & other restricted funding	2,300	2,12
TOTAL OPERATING REVENUE	26,968	33,49
OPERATING EXPENSES	FORECAST 2021/22 (£000s)	BUDGET 2022/2 (£000s
Reporting & Assessment	2,300	3,12
Signatory Relations	4,168	5,05
PRI Academy	738	80
Content	5,450	7,46
UN Asset Owner Alliance	600	1,18
Communications & Events	2,200	2,52
Event	257	1,76
Grants	2,300	2,10
Total Services	18,013	24,02
Management & Operations	5,100	6,4
Partnerships (fundraising)	190	18
London premises	900	9
Chair/Board	200	29
Total operating expenses	24,403	31,93

2,565

ESTIMATED 2022/23 SPEND **AGAINST BLUEPRINT PRIORITIES**





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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 8,800 companies and 4,000 non-business signatories based in over 160 countries, and more than 80 Local Networks.

More information: www.unglobalcompact.org

The Principles for Responsible Investment (PRI) The PRI works with its international network of signatories to put the six Principles for Responsible Investment into practice. Its goals are to understand the investment implications of environmental, social and governance (ESG) issues and to support signatories in integrating these issues into investment and ownership decisions. The PRI acts in the long-term interests of its signatories, of the financial markets and economies in which they operate and ultimately of the environment and society as a whole. The six Principles for Responsible Investment are a voluntary and aspirational set of investment principles that offer a menu of possible actions for incorporating ESG issues into investment practice. The Principles were developed by investors, for investors. In implementing them, signatories contribute to developing a more sustainable global financial system. More information: www.unpri.org