



THE INVESTOR FORUM

Purpose & Objectives

Purpose:

- Position stewardship at the heart of investment decision making by facilitating dialogue, creating long-term solutions and enhancing value

Objectives:

- Make the case for long-term investment approaches
- Create an effective model for collective engagement with UK companies

Membership

43 Full Members:

- 29 UK institutions, 14 International firms
- 23 large firms, 12 boutiques, 8 asset owners
- 20 provided a 3 year underwriting commitment until June 2019.
- ~£16.9trn in Global AUM
- Represents approximately 30% of the FTSE All-Share market cap.

Investor Forum team

- 8 members of the Executive team
- 6 with 15+ years buy side investment experience
- 2 with complementary capital market experience
- 13 person Board – investors, chairs, industry experience

Legal Framework

- 4 firm panel (Davis Polk, Hogan Lovells, Macfarlanes, Skadden)
- Developed the Collective Engagement Framework (October 2016)
- Provide pro bono legal input

Engagements since inception (Jan 2015 – Dec 2018)

- Members have proposed 41 companies for collective engagement:
- We have engaged with the Boards of 23 companies
- Range of market cap – AIM-listed to FTSE30

Engagement participation

- Range of participants: 2 – 23
- Market cap of company represented: 7% - 50%

S-360 projects

- Working practices in the Apparel (2017) and Food Retail sector (2018)
- BankingFutures dialogue with Leaders Quest, Meteos and UK Finance
- Takeover Panel teach-in for investors (2018)
- Stewardship in Fixed Income (2017)
- Marine plastic engagement with standards bodies (2018)
- ADR voting practices (2018)

Facilitate dialogue | Create long-term solutions | Enhance value

The Investor Forum, 5th Floor, 183 Euston Road, London, NW1 2BE. www.investorforum.org.uk
Registered Company No. 09242326



Previously reported engagement activity

2018 COLLECTIVE ENGAGEMENT DASHBOARD

| | Governance (by the Board) | | | | | Execution (by the Management team) | | |
|-------------------|------------------------------|---------------------------|--------------------|----------------------|------------------|---------------------------------------|------------------------|-----------------------------|
| | Strategy | Leadership and Succession | Capital Allocation | Corporate Governance | Corporate Action | Operational performance | Management Information | Reporting and Communication |
| Centrica | ✓ | ✓ | ✓ | | | ✓ | | ✓ |
| Imperial Brands | ✓ | | ✓ | | | ✓ | ✓ | ✓ |
| Reckitt Benckiser | ✓ | ✓ | ✓ | ✓ | | | | ✓ |
| Shire | | ✓ | ✓ | ✓ | | | | ✓ |
| Unilever | ✓ | | | ✓ | ✓ | | | ✓ |
| Victrex | | | | ✓ | | | | ✓ |

2017 COLLECTIVE ENGAGEMENT DASHBOARD

| | Governance (by the Board) | | | | | Execution (by the Management team) | | |
|-------------------|------------------------------|---------------------------|--------------------|----------------------|------------------|---------------------------------------|------------------------|-----------------------------|
| | Strategy | Leadership and Succession | Capital Allocation | Corporate Governance | Corporate Action | Operational performance | Management Information | Reporting and Communication |
| Amerisur | | ✓ | | ✓ | | | | ✓ |
| BT | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | |
| Eco Animal Health | | ✓ | | ✓ | | | | |
| IP Group | | | | | ✓ | | | |
| LSE | | ✓ | | ✓ | | | | |
| Rio Tinto | | ✓ | | | | | | |
| Worldpay | | | | | ✓ | | | |

2015/16 COLLECTIVE ENGAGEMENT DASHBOARD

| | Governance (by the Board) | | | | | Execution (by the Management team) | | |
|--------------------|------------------------------|---------------------------|--------------------|----------------------|------------------|---------------------------------------|------------------------|-----------------------------|
| | Strategy | Leadership and Succession | Capital Allocation | Corporate Governance | Corporate Action | Operational performance | Management Information | Reporting and Communication |
| Standard Chartered | | ✓ | ✓ | ✓ | | ✓ | | ✓ |
| Tate and Lyle | | ✓ | ✓ | | | ✓ | ✓ | ✓ |
| Sports Direct | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| Rolls-Royce | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ |
| RDS/BG | ✓ | | ✓ | | ✓ | | | ✓ |
| Cobham | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mitie | ✓ | ✓ | | | | ✓ | | ✓ |

January 2019