



## 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
- Facilitate collective engagement with UK-listed companies

### Membership

- **51 Members (asset owners and asset managers):** 36 UK institutions, 15 international firms, representing approximately 33% of FTSE All-Share market capitalisation

### Investor Forum team

- 8 members of the Executive team, with 20+ years buy side investment experience. 2 with complementary capital market experience
- 14 person Board – investors, chairs, academics, industry experts

### Legal Framework

- Published the Collective Engagement Framework (October 2016. Updated: September 2019)
- 4 firm panel (Davis Polk, Hogan Lovells, Macfarlanes, Skadden) provide pro bono legal input

### Engagements since inception (Jan 2015 – July 2020)

- Members have proposed 66 companies for collective engagement:
- **We have engaged with the Boards of 33 companies**
- Range of market cap: AIM-listed to FTSE 100
- Range of participants: 2 – 25
- Market cap of company represented: 7% - 50%

### S-360 projects - Facilitating Dialogue

- Industry working practices: Apparel (2017), Food Retail (2018) and Construction (2019)
- BankingFutures dialogue with Leaders' Quest, Meteos and UK Finance (2015-17)
- Marine plastic engagement with standards bodies (2018) and marine plastic pollution (2019). BSI launch investor co-sponsored PAS to address plastic pollution (2020)
- ADR voting practices (2018)
- The Four Dialogues (2019)
- UK Banks Stewardship Summit (2019)
- Virtual Four O'clock Forums (2020):
  - Capital Raising
  - Accounting policies and effective audit
  - Voting transparency
- Expert speaker Forums (2020): Philip Augar, Sir Donald Brydon, John Kay, Marty Lipton

Facilitate dialogue | Create long-term solutions | Enhance value



## Reported engagement activity

|  | Governance<br>(by the Board) |                            |                       |                         |                     | Execution<br>(by the Management team) |                           |                              |
|--|------------------------------|----------------------------|-----------------------|-------------------------|---------------------|---------------------------------------|---------------------------|------------------------------|
|  | Strategy                     | Leadership<br>& Succession | Capital<br>Allocation | Corporate<br>Governance | Corporate<br>Action | Operational<br>Performance            | Management<br>Information | Reporting &<br>Communication |
| <b>2019 COLLECTIVE ENGAGEMENT DASHBOARD</b>    |                              |                            |                       |                         |                     |                                       |                           |                              |
| FirstGroup                                     | ✓                            | ✓                          | ✓                     | ✓                       |                     |                                       |                           | ✓                            |
| GVC  |                              | ✓                          |                       | ✓                       |                     |                                       |                           |                              |
| Imperial Brands                                | ✓                            | ✓                          | ✓                     | ✓                       |                     | ✓                                     |                           | ✓                            |
| Immarsat                                       |                              | ✓                          |                       | ✓                       |                     | ✓                                     |                           |                              |
| Safestore                                      |                              | ✓                          |                       | ✓                       |                     |                                       |                           | ✓                            |
| Vodafone                                       | ✓                            | ✓                          | ✓                     | ✓                       |                     | ✓                                     |                           |                              |
| <b>2018 COLLECTIVE ENGAGEMENT DASHBOARD</b>    |                              |                            |                       |                         |                     |                                       |                           |                              |
| Centrica                                       | ✓                            | ✓                          | ✓                     |                         |                     | ✓                                     |                           | ✓                            |
| Imperial Brands                                | ✓                            |                            | ✓                     |                         |                     | ✓                                     | ✓                         | ✓                            |
| Reckitt Benckiser                              | ✓                            | ✓                          | ✓                     | ✓                       |                     |                                       |                           | ✓                            |
| Shire  |                              | ✓                          | ✓                     | ✓                       |                     |                                       |                           | ✓                            |
| Unilever                                       | ✓                            |                            |                       | ✓                       | ✓                   |                                       |                           | ✓                            |
| Victrex  |                              |                            |                       | ✓                       |                     |                                       |                           |                              |
| <b>2017 COLLECTIVE ENGAGEMENT DASHBOARD</b>    |                              |                            |                       |                         |                     |                                       |                           |                              |
| Amerisur                                       |                              | ✓                          |                       | ✓                       |                     |                                       |                           | ✓                            |
| BT   | ✓                            | ✓                          | ✓                     | ✓                       |                     | ✓                                     | ✓                         |                              |
| Eco Animal Health                              |                              | ✓                          |                       | ✓                       |                     |                                       |                           |                              |
| IP Group                                       |                              |                            |                       |                         | ✓                   |                                       |                           |                              |
| LSE  |                              | ✓                          |                       | ✓                       |                     |                                       |                           |                              |
| Rio Tinto                                      |                              | ✓                          |                       |                         |                     |                                       |                           |                              |
| Worldpay                                       |                              |                            |                       |                         | ✓                   |                                       |                           |                              |
| <b>2015/16 COLLECTIVE ENGAGEMENT DASHBOARD</b> |                              |                            |                       |                         |                     |                                       |                           |                              |
| Standard Chartered                             |                              | ✓                          | ✓                     | ✓                       |                     | ✓                                     |                           | ✓                            |
| Tate & Lyle                                    |                              | ✓                          | ✓                     |                         |                     | ✓                                     | ✓                         | ✓                            |
| Sports Direct                                  | ✓                            | ✓                          | ✓                     | ✓                       |                     | ✓                                     | ✓                         | ✓                            |
| Rolls-Royce                                    | ✓                            | ✓                          | ✓                     | ✓                       |                     | ✓                                     | ✓                         | ✓                            |
| RDS/BG   | ✓                            |                            | ✓                     |                         | ✓                   |                                       |                           | ✓                            |
| Cobham   | ✓                            | ✓                          | ✓                     | ✓                       | ✓                   | ✓                                     | ✓                         | ✓                            |
| Mitie  | ✓                            | ✓                          |                       |                         |                     | ✓                                     |                           | ✓                            |

Facilitate dialogue | Create long-term solutions | Enhance value