

G7 Investor Global Initiatives

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INITIATIVE #1

INVESTING IN
GROWTH
THAT WORKS
FOR EVERYONE

Enhancing expertise
in **infrastructure**
financing and development

THE CASE FOR CHANGE...

- The world needs to invest \$3.3 trillion in economic infrastructure annually through 2030 to keep pace with projected growth. The infrastructure gap is particularly critical in emerging markets. Lagging construction productivity costs the global economy \$1.6 trillion annually.
- Research shows that the top three barriers to infrastructure investment are poor design processes, inefficient contractual structures, and insufficient labour capability.
- Interventions should focus on the project development process, management, expertise, standardization of contractual terms, and spreading of best practices.

... And how we create impact:

- Global investors will launch an infrastructure fellowship program to train the next generation of emerging market managers in best practices for the development, financing, management and execution of sustainable infrastructure projects.
- The Fellowship program will rely on key partnerships with:
 - The Sustainable Infrastructure Foundation and its SOURCE platform
 - York University's Schulich School of Business and other leading business schools.

INFRASTRUCTURE FELLOWSHIP PROGRAM

Open to senior infrastructure developers and managers from emerging market public sector.

Divided into two portions:

- **Academic portion:** 3 months of formal training in specially-designed sustainable infrastructure development course at leading business school, initially in partnership with Schulich School of Business and the partners will approach other business schools including in other countries. Course could include lectures and presentations by academics and leading practitioners on commercial, legal, financial and policy aspects of infrastructure development, workshops, field trips, simulations and networking events. The course will include training on sustainability benchmarking, regulatory training and instruction and online follow-up on the SOURCE platform, given by Sustainable Infrastructure Foundation (SIF) experts.
- **Internship portion:** practical experience in the infrastructure teams of leading global infrastructure investors. Fellows will learn how institutional investors evaluate projects and how investment decisions are made, gain an appreciation of their fiduciary duty, while developing an understanding of investors expectations.

INITIATIVE #2

ADVANCING
GENDER EQUALITY
AND WOMEN'S
EMPOWERMENT

Increasing
gender diversity
in global
capital markets

THE CASE FOR CHANGE...

- Despite progress, women remain underrepresented in senior corporate management everywhere, including G7 countries. Institutional investors and asset managers face particular challenges.
- The situation is even less justifiable when considering the strong correlation between women in executive positions and financial performance.
- Because of their size and reach, large institutional investors in developed and emerging markets are well positioned to lead by example and exert a powerful global influence on the industry.

... And how we create impact:

- Promoting increased gender diversity in capital markets organizations by implementing diversity policies and disclosing diversity statistics to enable tracking of progress over time, and pressing external managers to do the same.
- Partner with CFA Institute to seed a new initiative that has the potential to grow given CFA Institute's network and their ability to work with other associations based on local needs.

OUR GENDER DIVERSITY INITIATIVE

1. Develop a Diversity Policy inspired by the 2016 IFC report *SheWorks: Putting Gender-Smart Commitments into Practice*

- Each participating organization will commit to adopting a diversity policy customized for each organization. The Policy will include a requirement to publish diversity statistics.
- Global investors will also ask external managers to adopt diversity policies to further promote gender diversity in capital markets.

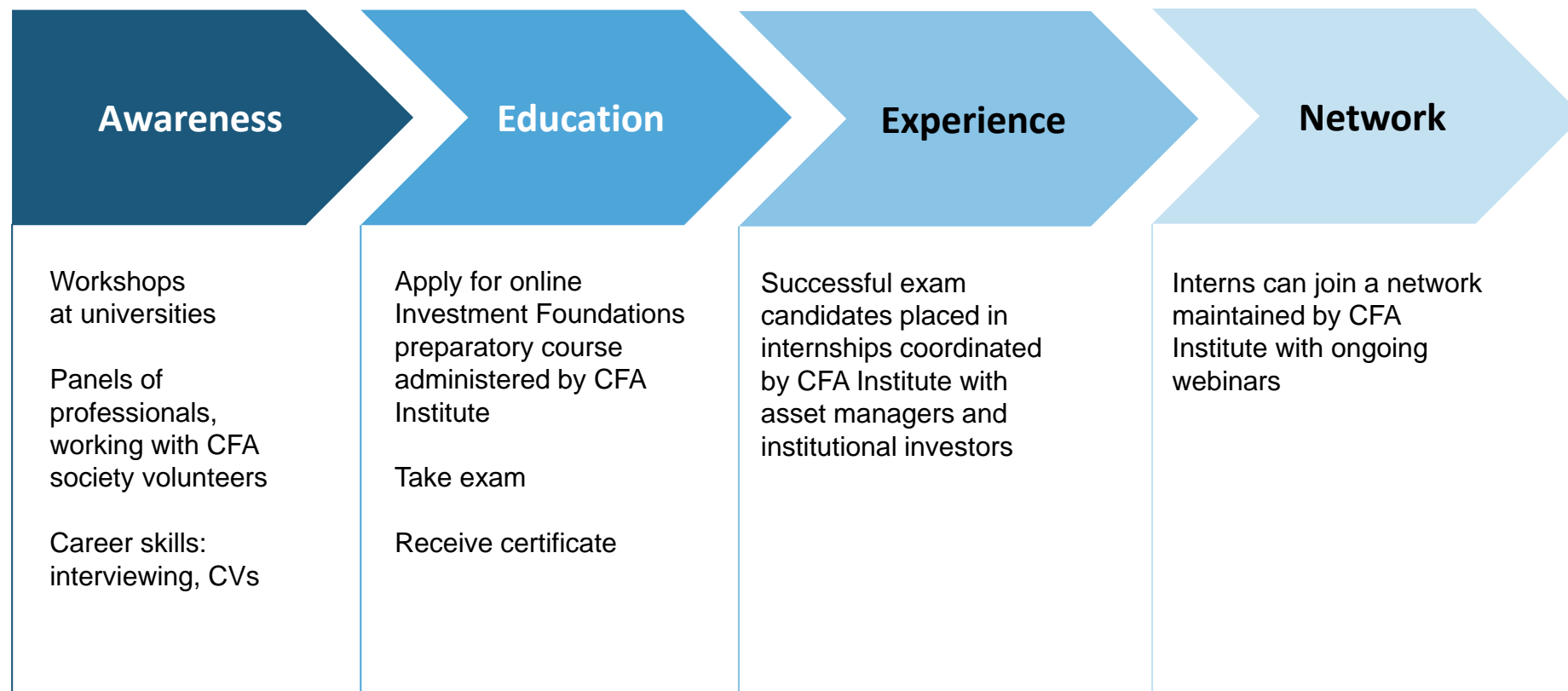
2. Set up a partnership with the CFA Institute to equip women to succeed in finance with a focus on emerging markets:

- Global investors will act as sponsors/partners to the CFA Institute team to develop and implement a program to help women and equip them to succeed in investment management.
- Partnerships with other organizations will be explored to hold joint events.
- Open to all women in finance and investment management (not just CFAs).

PARTNERSHIP WITH CFA INSTITUTE

EQUIPPING WOMEN TO SUCCEED IN INVESTMENT MANAGEMENT

The Investment Foundations Internship Program: a modular initiative designed to help a maximum number of university women studying in developing markets learn about, prepare for and gain experience in the investment industry. The selection of the focused developing markets will be part of the mandate of the Advisory Committee.



INITIATIVE #3

WORKING TOGETHER
ON CLIMATE CHANGE,
OCEANS AND
CLEAN ENERGY

Moving forward together
on **climate-related
financial** disclosures
to create sustainable
change

CLIMATE CHANGE INITIATIVE

1. DEVELOP PRACTICAL GUIDANCE FOR TCFD DISCLOSURES

- A group of inaugural institutional investors will assess existing efforts to support the adoption of the TCFD recommendations and leverage these efforts by incorporating their strongest components into a unified approach to work towards full adoption of the TCFD recommendations.
- In the next few years, the group will publish a sample guidance for other institutional investors to catalyze global demand for TCFD reporting by developing a clear approach that enables comparability of disclosures.

2. PROMOTE ADOPTION OF FSB-TCFD

- Over the same time period, participating institutional investors will engage with portfolio companies to encourage adoption of the FSB-TCFD recommendations.
- If participants are willing, collaboration across Institutional Investors could be organized.

EXPLORE SDG BENCHMARKING

Starting in 2019, partner institutions may also use their participation on the advisory committee as an opportunity to discuss the integration of Sustainable Development Goals (SDG) into their investment process, including by reference to the World Benchmarking Alliance’s goal of publishing league tables measuring corporate performance on the SDGs.



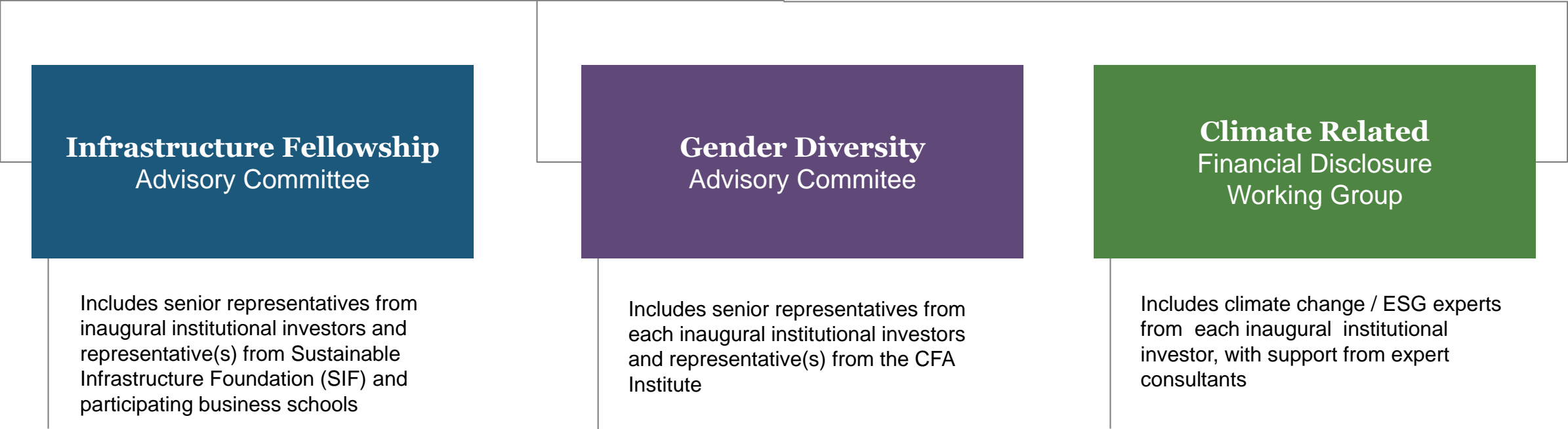
**World
Benchmarking
Alliance**



PROJECT GOVERNANCE



Includes senior representatives from Ontario Teachers' and CDPQ and any Inaugural Institutional Investor willing to participate



Includes senior representatives from inaugural institutional investors and representative(s) from Sustainable Infrastructure Foundation (SIF) and participating business schools

Includes senior representatives from each inaugural institutional investors and representative(s) from the CFA Institute

Includes climate change / ESG experts from each inaugural institutional investor, with support from expert consultants