Sustainability Accounting Standards Board

SEC AMAC ESG Subcommittee

Janine Guillot
CEO

October 17, 2020

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SASB Overview
The Sustainability Accounting Standards Board
Non-profit standards-setting organization for financially material ESG information

SASB connects businesses and investors on the financial impacts of sustainability

77 industry-specific disclosure standards
Used by companies and investors globally
SASB Cuts through the Noise
SASB standards are created for the market, by the market

- Financially Material
- Decision-Useful
- Cost-Effective
- Industry-Specific
- Evidence-Based
- Market-Informed
A Starting Point: Five Broad Dimensions of Sustainability
SASB’s research begins with a universe of ESG issues, then applies the industry lens.

Environment
- GHG Emissions
- Air Quality
- Energy Management
- Water & Wastewater Management
- Waste & Hazardous Materials Management
- Ecological Impacts

Leadership & Governance
- Business Ethics
- Competitive Behavior
- Management of the Legal & Regulatory Environment
- Critical Incident Risk Management
- Systemic Risk Management

Business Model & Innovation
- Product Design & Lifecycle Management
- Business Model Resilience
- Supply Chain Management
- Materials Sourcing & Efficiency
- Physical Impacts of Climate Change

Social Capital
- Human Rights & Community Relations
- Customer Privacy
- Data Security
- Access & Affordability
- Product Quality & Safety
- Customer Welfare
- Selling Practices & Product Labeling

Human Capital
- Labor Practices
- Employee Health & Safety
- Employee Engagement, Diversity & Inclusion
Industries Grouped by Resource Intensity & Sustainability Impacts
Sustainable Industry Classification System (SICS®): 77 industries within 11 sectors

**Consumer Goods**
- Apparel, Accessories & Footwear
- Appliance Manufacturing
- Building Products & Furnishings
- E-Commerce
- Household & Personal Products
- Multiline and Specialty Retailers & Distributors
- Toys & Sporting Goods

**Extractives & Minerals Processing**
- Coal Operations
- Construction Materials
- Iron & Steel Producers
- Metals & Mining
- Oil & Gas - Exploration & Production
- Oil & Gas - Midstream
- Oil & Gas - Refining & Marketing
- Oil & Gas – Services

**Financials**
- Asset Management & Custody Activities
- Commercial Banks
- Consumer Finance
- Insurance
- Investment Banking & Brokerage
- Mortgage Finance
- Security & Commodity Exchanges

**Food & Beverage**
- Agricultural Products
- Alcoholic Beverages
- Food Retailers & Distributors
- Meat, Poultry & Dairy
- Non-Alcoholic Beverages
- Processed Foods
- Restaurants
- Tobacco

**Health Care**
- Biotechnology & Pharmaceuticals
- Drug Retailers
- Health Care Delivery
- Health Care Distributors
- Managed Care
- Medical Equipment & Supplies

**Infrastructure**
- Electric Utilities & Power Generators
- Engineering & Construction Services
- Gas Utilities & Distributors
- Home Builders
- Real Estate
- Real Estate Services
- Waste Management
- Water Utilities & Services

**Renewable Resources & Alternative Energy**
- Biofuels
- Forestry Management
- Fuel Cells & Industrial Batteries
- Pulp & Paper Products
- Solar Technology & Project Developers
- Wind Technology & Project Developers

**Resource Transformation**
- Aerospace & Defense
- Chemicals
- Containers & Packaging
- Electrical & Electronic Equipment
- Industrial Machinery & Goods

**Services**
- Advertising & Marketing
- Casinos & Gaming
- Education
- Hotels & Lodging
- Leisure Facilities
- Media & Entertainment
- Professional & Commercial Services

**Technology & Communications**
- Electronic Manufacturing Services & Original Design Manufacturing
- Hardware
- Internet Media & Services
- Semiconductors
- Software & IT Services
- Telecommunication Services

**Transportation**
- Air Freight & Logistics
- Airlines
- Auto Parts
- Automobiles
- Car Rental & Leasing
- Cruise Lines
- Marine Transportation
- Rail Transportation
- Road Transportation
No Two Industries Are Alike
SASB standardizes disclosure on the business-critical ESG issues for each industry, meeting investor needs for comparable, consistent and reliable information

Example: Environment dimension in Beverages vs. Software

<table>
<thead>
<tr>
<th>General Issue Category</th>
<th>Disclosure Topic</th>
<th>Accounting Metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water &amp; Wastewater Management</td>
<td>Water Management</td>
<td>(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress</td>
</tr>
</tbody>
</table>

Sustainability Dimension

Environment

SICS Industry
Non-Alcoholic Beverages

SICS Industry
Software & IT Services

(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
### Ongoing Process for Evolving the Standards

10 active Standard-setting & Research projects

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Clarify and strengthen the core principles and concepts that govern SASB standards</td>
<td>Assess investor interest in risks and opportunities associated with plastics use in the two industries</td>
<td>Evaluate two metrics and associated technical protocols to examine and improve measurability, completeness, comparability, alignment, and cost-effectiveness</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rules of Procedure</th>
<th>Systemic Risk (Asset Management industry)</th>
<th>Supply Chain Management (Tobacco industry)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that the operations and standard-setting processes detailed in the document reflect SASB’s procedures today</td>
<td>Evaluate the Systemic Risk Management topic in the industry standard, including the topic’s scope and the usefulness of associated accounting metrics</td>
<td>Assess financial materiality of supply chain management and materials sourcing topics in the industry standard</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Human Capital</th>
<th>Tailings Management (Extractives sector)</th>
<th>Alternative Meat &amp; Dairy (Food &amp; Beverage sector)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assess the scope and prevalence of various human capital management themes across SICS industries to develop a solid, evidenced-based view on this cross-cutting theme</td>
<td>Evaluate the issue of tailings facility management in the Metals &amp; Mining and Coal Operations industry standards, including scope and accounting metrics</td>
<td>Assess implications on the Food &amp; Beverage industry standards from increasing consumer demand for products with reduced environmental impact</td>
</tr>
</tbody>
</table>

| Content Moderation on Internet Platforms (Technology & Communications sector) | | |
|-------------------------------------------------|-------------------------------------------------|
| Evaluate technology companies’ management of user-generated content, advertisements, and other third-party content to assess implications related to social capital | | |

Learn more at: [https://www.sasb.org/standard-setting-process/current-projects/](https://www.sasb.org/standard-setting-process/current-projects/)
Investor Support for SASB Standards
Insight Across Multiple Asset Classes
SASB Standards enable ESG integration across multiple asset classes

**PUBLIC EQUITIES**
- Data-driven corporate engagement
- Input to fundamental equity analysis
- Construct alternative indices

**CORPORATE FIXED INCOME**
- Input to credit analysis and internal credit rating assignment
- Assess quality of disclosure for insight into risk

**PRIVATE EQUITY**
- Identify focus areas for fund and portfolio company due diligence
- Report to GPs and LPs on performance on material ESG topics

**REAL ASSETS**
- Use SASB’s Infrastructure sector standards to guide risk assessment and performance reporting for real assets
**Strong Global Investor Support for SASB Standards**

Dramatic increase in investors around the world using and licensing the SASB Standards, representing ~$55T in AUM

**Investor Supporters**

# of SASB Alliance/Investor Advisory Group Members and Licensees

<table>
<thead>
<tr>
<th>Year</th>
<th># of Countries Represented</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>6</td>
</tr>
<tr>
<td>2018</td>
<td>9</td>
</tr>
<tr>
<td>2019</td>
<td>14</td>
</tr>
<tr>
<td>YTD 2020</td>
<td>19</td>
</tr>
</tbody>
</table>

154 firms in 19 countries with $55T AUM

*Updated Aug 2020*
SASB’s Investor Advisory Group Supports Improved ESG Disclosure
50+ members and $41T in assets
SASB’s Investor Advisory Group Supports Improved ESG Disclosure
50+ members and $41T in assets
IAG members support SASB Standards in a variety of ways:

- Engage directly with companies, asking companies to use the SASB Standards to guide disclosure to investors
- Participate in SASB’s ongoing standards development process (many IAG member firms are also members of SASB’s Standards Advisory Group)
- Encourage companies to participate in SASB’s ongoing standards development process
- Use the SASB standards to integrate sustainability factors into investment and/or stewardship processes, such as corporate engagement and proxy voting
- IAG helps drive adoption and use of the SASB standards through 5 working groups (Corporate Engagement, Messaging, Data Provider, UK/Europe, Asia Pac)
Momentum: Investors Publicly Calling for SASB
Visible support from two of the world’s largest asset managers

January 14

BlackRock CEO Larry Fink’s annual letter to CEO’s called for all companies to “disclose in line with industry-specific” guidelines set out by the SASB by the end of the year.

January 28

SSGA President and CEO Cyrus Taraporevala’s annual letter discussed the fact that SSGA’s “R-factor” ESG score leverages the SASB framework, and it encourages companies in the S&P 500, FTSE 350, ASX 100, TOPIX 100, DAC 30, and CAC 40 to understand and work to improve their R-factor score.

“BlackRock believes that SASB provides a clear set of standards for reporting sustainability information across a wide range of issues…”
“…we are asking the companies that we invest in on behalf of our clients to publish a disclosure in line with industry-specific SASB guidelines by year-end…”

– Larry Fink, CEO, BlackRock
BlackRock and SSGA Statements Reflect Broad and Deep Base of Investor Support

Q: In the context of facilitating research on a company’s ESG performance and approach, what frameworks would you recommend that companies focus on to best communicate their ESG information?

81% SASB
77% TCFD

GEOGRAPHIC DISTRIBUTION OF RESPONDENTS

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK</td>
<td>39%</td>
</tr>
<tr>
<td>US</td>
<td>27%</td>
</tr>
<tr>
<td>Europe ex UK</td>
<td>8%</td>
</tr>
<tr>
<td>ROW*</td>
<td>26%</td>
</tr>
</tbody>
</table>

Source: Morrow Sodali 2020 Institutional Investor Survey of institutional investors with $26 trillion in assets
SASB IAG & Alliance Members Hold Significant Percentage of Major Global Markets

Total shareholdings in select indices*

<table>
<thead>
<tr>
<th>Index</th>
<th>SASB IAG</th>
<th>SASB Alliance**</th>
</tr>
</thead>
<tbody>
<tr>
<td>S&amp;P 500</td>
<td>36%</td>
<td>42%</td>
</tr>
<tr>
<td>S&amp;P Global 1200</td>
<td>24%</td>
<td>29%</td>
</tr>
<tr>
<td>S&amp;P Europe 350</td>
<td>19%</td>
<td>22%</td>
</tr>
<tr>
<td>S&amp;P/TSX 60</td>
<td>22%</td>
<td>27%</td>
</tr>
<tr>
<td>S&amp;P Asia 50</td>
<td>16%</td>
<td>19%</td>
</tr>
<tr>
<td>S&amp;P Latin America 40</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>S&amp;P/TOPIX 150</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>S&amp;P/ASX All Australian 50</td>
<td>15%</td>
<td>16%</td>
</tr>
</tbody>
</table>

*Mean shareholding by group members in free float of all securities in the index
** Alliance includes IAG

Source: IHS Markit, September 2020
IAG Impact: Significant Growth of SASB References by Companies
Public References to SASB Are a Leading Indicator of Future Reporting

SASB References in corporate documents - Globally

• Over 2,000 references of SASB by public companies since 2018
• 43% of references come from U.S. companies
• 57% from non-US companies

TYPES OF REFERENCES YTD 2020
61% Materiality Assessments
31% Metrics Reporting
6% General Reference
2% Participation

Updated August 2020
Recent Market Developments
“Group of 5”: Joint Paper on Comprehensive Corporate Reporting Launched Early September

Main Messages:

▪ Five framework- and standard-setting institutions of international significance have come together to help **resolve market confusion**

▪ **Provide joint market guidance** on how our frameworks and standards can be applied in a compatible and additive way.

▪ **Demonstrate a commitment** to working together toward a coherent, comprehensive corporate reporting system.
International Federation of Accountants (IFAC) statement was released on same day as Joint Paper
Calls for an International Sustainability Standards Board alongside the IASB

The time for a global solution is now—to answer the demand from investors, policymakers and other stakeholders for a reporting system that delivers consistent, comparable, reliable, and assurable information relevant to enterprise value creation, sustainable development and evolving expectations. A fragmented approach perpetuates inefficiency, increased cost, and a lack of trust. Important work is underway (e.g., WEF/IBC metrics, IOSCO’s task force, EFRAG’s preparatory work, and alignment between the leading reporting initiatives), and these efforts should continue and ultimately contribute to the emerging global system.

**STRUCTURE**

- The IFRS Foundation, with an enhanced remit and composition, should create an International Sustainability Standards Board (“ISSB”), leveraging the independence and success of IFRS governance (i.e., Monitoring Board and IFRS Foundation Trustees) to develop global standards and rationalize the current fragmented ecosystem.
- Clear support from global institutions like IOSCO and appropriate funding are critical to success.
- The IASB must remain focused on financial reporting standards. Coordination between the ISSB and IASB will be necessary to avoid overlaps and gaps (e.g., Management Commentary).
- Applicability of ISSB standards should be determined (e.g., SMEs vs. PIEs).
- The ISSB should engage with both IFRS and non-IFRS jurisdictions to encourage global adoption and use.
- The ISSB should adopt a “building blocks” approach, working with and leveraging the expertise and disclosure requirements of leading initiatives, including CDP, CDSB, GRI, IIRC, and SASB.

**BUILDING BLOCKS**

- **Block 1**: Requirements for material non-financial information focused on company performance, risk profile, economic decisions and enterprise value creation should be the remit of the ISSB. This focus is consistent with the work of the IASB and will attract broad global support.
- **Block 2**: The ISSB should also collaborate with respect to reporting requirements designed to address broader, material sustainable development and company impacts on economy, environment, and people. These requirements may ultimately be incorporated or endorsed into ISSB standards.
- **Block 3**: The system should accommodate supplemental jurisdictional requirements to support local public accountability. These should not detract from Blocks 1 or 2 and may be absorbed into them over time.
- **Framework**: Financial and non-financial information should be connected through a conceptual framework. Integrated reporting principles and the work of TCFD should serve as a starting point.

**GLOBAL APPROACH**

A new standard setting board is necessary to build and coordinate a coherent global system of interconnected corporate reporting.

Source: https://www.ifac.org/knowledge-gateway/contributing-global-economy/discussion/enhancing-corporate-reporting-way-forward
Complementary Standards Designed to be Used Together

- Reporting on matters that reflect the organisation’s **significant impacts on the economy, environment and people**
- Reporting on the sub-set of sustainability topics that are **material for enterprise value creation**
- Reporting that is already reflected in the financial accounts*

**Notes**
* Including assumptions and cash flow projections
** Reflects the scope of the CDP survey, insofar as it functions de facto as a disclosure standard for climate, water and forests, as well as the scope of CDP’s data platform

IAASB, FASB

IIRC

SASB, CDSB

GRI

CDP**

CDSB, IIRC and SASB filter the relevant sub-set of GRI/CDP topics

❑ “Nested” materiality concepts recognize different use cases
Concept of a Comprehensive Global Corporate Reporting System

Financial* GAAP

Sustainability GAAP

INTEGRATED REPORTING (IR)

based on evidence of significant impact on people, planet, economy

Filter

Sustainability reporting through various communication channels about the economic, environmental and social impacts caused by the organisation to meet the information needs of a diverse group of stakeholders

Annual integrated report
Reporting to stakeholders whose primary use of the information is to make economic decisions

*Comprehensive value creation would also need to include manufactured and intellectual capital
“Group of 5” Joint Paper, along with the IFAC Statement, Received Significant Press and Positive Reaction

CFA Institute

“CFA Institute has long supported efforts to achieve global accounting standards, and we support the proposal to do the same for sustainability standards…The time has come for regulators and other stakeholders globally to recognize the importance of consistent global standards as it relates to sustainability disclosures. A common language that enables investors to distinguish between financial value–relevant and values-relevant disclosures is important in serving the needs of ultimate investors and professional investors who work on their behalf to ensure their investment objectives are met.”

CAQ CENTER FOR AUDIT QUALITY

“We applaud the leading framework and standard-setting organizations for coming together with a joint vision toward a more consistent system for ESG reporting. A globally accepted system built from existing standards and frameworks, adapted to market needs, could help ensure companies put forth readily comparable ESG information.”
Conclusion
Toward a Market Standard
What AMAC can do to help

- Publicly support the need for a comprehensive system of sustainability disclosure standards that would have similar market “legitimacy” as accepted accounting principles and standards

- Amplify the visuals and messaging in the “group of 5” joint statement, to help establish a common language to describe the purposes and uses of sustainability disclosure

- Support and reinforce the work of SASB’s Investor Advisory Group to communicate a clear message from investors to both companies and regulators
  - Investors are rapidly coalescing around SASB and TCFD as foundational disclosures for the global capital markets, to be supplemented by broader societal impact disclosures (e.g. WEF IBC metrics) in certain markets
Appendix: SASB Governance, Advisory Groups & Organizational Milestones
### SASB Investor Advisory Group

IAG Members include senior investment decision makers from major asset owners and asset managers.

| Allianz Global Investors | Dr. Steffen Hörter, Global Head of ESG |
| APG (All Pensions Group) | Egon Vavrek, Director Global Emerging Markets Equities, Fundamental Strategies |
| ATP | Christian Kjaer, Head of Liquid Markets, Vice President Ole Buhl, Head of ESG, Senior Vice President |
| AXA Investment Management | Matt Christensen, Global Head of Responsible Investment |
| Bank of America Merrill Lynch | Anna Snider, Head of Due Diligence for the Chief Investment Officer, Global Wealth & Investment Management |
| BCI (British Columbia Investment Management Corporation) | Jennifer Coulson, Vice President, ESG, Public Markets |
| BlackRock | Michelle Edkins, Managing Director & Global Head of Investment Stewardship Ray Cameron, Head of Investment Stewardship – The Americas |
| Boston Trust Walden | Heidi Soumerai, Managing Director Amy Augustine, Director of ESG Investing |
| Breckinridge Capital Advisors | Peter Coffin, Founder & President Rob Fernandez, Vice President & Director of ESG Research |
| Brunoé Pension Partnership | Faith Ward, Chief Responsible Investment Officer |
| Caisse de dépôt et placement du Québec (CDPQ) | Réjean Nguyen, Director, Investor Stewardship |
| CalPERS | Dan Bienvenu, Deputy Chief Investment Officer, Total Portfolio Simiso Nzima, Investment Director and Head of Corporate Governance, Global Equity |
| CalSTRS | Christopher Ailman, Chief Investment Officer (IAG Chair Emeritus) Kirsty Jenkinson, Investment Director, Sustainable Investment & Stewardship Strategies |
| Calvert Research and Management | John Streur, President & CEO John Wilson, Vice President, Director of Corporate Engagement |
| Capital Group | Robert W. Lovelace, Vice-Chairman Heather Lord, Senior Vice President, Strategy & Innovation, Global Head of ESG |
| CBUS | David Atkin, CEO Nicole Bradford, Portfolio Head, Responsible Investment |
| CPP Investments | Richard Manley, Managing Director, Head of Sustainable Investing Ben Lambert, Senior Portfolio Manager, Sustainable Equity |
| Dai-Ichi Life Insurance Group | Akifumi Kai, General Manager, Investment Planning Department Miyuki Zeniya, Head of Sustainable Finance |
| Domini Impact Investments | Carole M. Laible, CEO Corey Klemmer, Director of Engagement |
| Federated Hermes | Eoin Murray, Head of Investment Dr. Michael Viehs, Associate Director – ESG Integration |
| Fidelity Investments | Pam Holding, Co-Head, Equity Division Nicole Connolly, Head of ESG Investing and Portfolio Manager |
| Franklin Templeton Investments | Julie Moret, Head of ESG Multi-Asset Solutions |
| Future Fund | Joel Posters, Head of Investment Stewardship & ESG |
| Goldman Sachs Asset Management | John Goldstein, Managing Director, Head of the Sustainable Finance Group Catherine Winner, Vice President, Global Head of Stewardship |
| Harvard Management Company | Michael Cappucci, Managing Director, Compliance and Sustainable Investing |
| Inclusive Capital Partners | Eva Zlotnicka, Founder & Managing Partner |
| Ivy Investment Management Company | Dan Hanson, Chief Investment Officer Gil Scott, Director of Research |
| LACERA | Jonathan Grabel, Chief Investment Officer Scott Zdrazil, Senior Investment Officer |
| Legal & General Investment Management America | Aaron Meder, Chief Executive Officer John Hoeppner, Head of US Stewardship and Sustainable Investments |
## SASB Investor Advisory Group

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| Man Group | Robert Furdak, CIO for ESG  
|           | Jason Mitchell, Co-Head of Responsible Investment  
|           | Steven Desmyter, Co-Head of Responsible Investment |
| Manulife Investment Management | Peter Mennie, Global Head of ESG and Risk  
|                               | Margaret Childe, Managing Director, Head of ESG, Canada |
| Morgan Stanley Investment Management | Ted Eliopoulos, Vice Chair Investment Management & Head of Strategic Partnerships  
|                                      | Rui de Figueredo, Co-Head and Chief Investment Officer, Solutions & Multi-Asset Group |
| Neuberger Berman | Joseph V. Amato, President of Neuberger Berman Group LLC, Chief Investment Officer of Equities  
|                  | Jonathan Bailey, Managing Director and Head of ESG Investing |
| New York City Retirement Systems | Alex Doñé, Deputy Comptroller & Chief Investment Officer, NYC Bureau of Asset Management  
|                                   | Michael Garland, Assistant Comptroller – Corporate Governance and Responsible Investment, NYC Office of the Comptroller |
| Nissay Asset Management | Tomoaki Fujii, Co-CIO  
|                       | Toshikazu Hayashi, Chief Analyst |
| Nordea Asset Management | Eivind Lorgen, CEO & President, North America, IAG Chair  
|                        | Katarina Hammar, Head of Responsible Investments |
| Norges Bank Investment Management | Wilhelm Mohn, Head of Sustainability Initiatives, Corporate Governance |
| Northern Trust Asset Management | Christopher Shipley, Senior Vice President and Head of Fundamental Equities |
| Ontario Teachers' Pension Plan | Deborah Ng, Director, Strategy and Risk  
|                                 | Walter Vigiliouk, Principal, Responsible Investing |
| Oregon State Treasury, Investment Division | Anna Tottahl, Investment Officer, ESG & Sustainability |
| PGGM Investments | Hans Op ‘t Veld, Head of Responsible Investment, IAG Vice Chair |
| PIMCO | Del Anderson, Senior Vice President, Credit Research |
| Putnam Investments | Katherine Collins, Portfolio Manager and Head of Sustainable Investing  
|                   | Paul Scanlon, Head of Credit Research |
| QMA (a PGIM company) | Margaret Stumpp, Senior Advisor  
|                       | Pat Watral, Senior Governance Officer |
| RBC | Lindsay Patrick, Managing Director & Head, Sustainable Finance, RBC Capital Markets  
|     | Melanie Adams, Vice President and Head of Corporate Governance and Responsible Investment, RBC Global Asset Management |
| RPMI Railpen | Mads Gosvig, Chief Fiduciary Officer  
|             | Leo George, Head of Sustainable Ownership |
| Schroders | Sarah Bratton, Head of Sustainability, North America  
|           | Andrew Howard, Head of Sustainable Investing |
| State Street Global Advisors | Lynn Blake, Executive Vice President & Chief Investment Officer, Global Head of Beta Solutions  
|                           | Ben Colton, Co-head Asset Stewardship  
|                           | Robert Walker, Co-head Asset Stewardship |
| Sustainable Insight Capital Management | George Parker, Chief Operating Officer & General Counsel |
| Temasek | Chin Yee Png, Deputy Chief Financial Officer, Head Financial Services  
|         | Gim Huay Neo, Managing Director, Sustainability |
| UAW Retiree Medical Benefits Trust | Hershel Harper, Chief Investment Officer  
|                            | Malcolm Goepfert, Deputy Chief Investment Officer |
| UBS Asset Management | Bruno Bertocci, Managing Director, Head of Sustainable Investors  
|                      | Christopher Greenwald, Head of Sustainable and Impact Investing Research |
| Vanguard | Glenn Booraem, Principal & Head of Investment Stewardship |
| Walden Asset Management | Heidi Soumerai, Managing Director & Senior ESG Advisor  
|                           | Carly Greenberg, Manager of ESG Investing |
| Wells Fargo Asset Management | Hannah Skeates, Co-head, Sustainable Investing  
|                           | Jessica Mann, Head of Stewardship |
| Wespath Investment Management | Nizida Arriaga, Manager, Fixed Income |
Governance and Oversight
Governance structure safeguards the independence and integrity of standard-setting

SASB FOUNDATION BOARD OF DIRECTORS

Standards Oversight Committee (SOC)
Oversight of due process of standard-setting activities

Governance & Nominating Committee
Nominates members for appointment to the Sustainability Accounting Standards Board by SASB Foundation Directors

THE SUSTAINABILITY ACCOUNTING STANDARDS BOARD

Advisory Groups or ad hoc Advisory Committees (external advisors) who provide input on practical and technical issues
The SASB Foundation Board
Fiduciary duty to oversee the funding and operations of the SASB and staff

Robert K. Steel – Chair
Chairman
Perella Weinberg Partners

Mary Schapiro – Vice Chair
Promontory Advisory Board Vice Chair
Former Chairman – SEC

Michael R. Bloomberg
CHAIRMAN EMERITUS
Philanthropist, Founder of Bloomberg LP, and three-term Mayor of New York City

Janine Guillot
CEO
The SASB Foundation

Alan Beller
Senior Counsel
Cleary Gottlieb Steen & Hamilton

Deborah L. DeHaas
Vice Chairman and National Managing Partner of the Center for Board Effectiveness, Deloitte

Paul Druckman
Chairman, World Benchmarking Alliance

Jim McIntire
Former Treasurer, State of Washington

Kenneth Goldman
President, Hillspire

Laura Tyson, PhD
Director, Institute for Business and Social Impact
UC Berkeley Haas School of Business

Paul Druckman
Chairman, World Benchmarking Alliance

Matthew Welch
President
The SASB Foundation

Steven O. Gunders, CPA
Partner, Deloitte & Touche LLP (Retired)

Jay Willoughby
CIO, TIFF

Robert H. Herz
Former Chairman, FASB

Chuck Zegar
Philanthropist, Co-Founder of Bloomberg LP

Audrey Choi
CEO
Institute for Sustainable Investing, Morgan Stanley

Paula Loop
Assurance Partner and Leader of Governance Insights Center, PricewaterhouseCoopers

Robert K. Steel
Chairman
Perella Weinberg Partners

Robert K. Steel
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Partner, Deloitte & Touche LLP (Retired)

Jay Willoughby
CIO, TIFF

Chuck Zegar
Philanthropist, Co-Founder of Bloomberg LP

Audrey Choi
CEO
Institute for Sustainable Investing, Morgan Stanley

Paula Loop
Assurance Partner and Leader of Governance Insights Center, PricewaterhouseCoopers
The Sustainability Accounting Standards Board
Independent board responsible for all aspects of standard-setting

Jeffrey Hales, PhD
Chair
Charles T. Zlatkovich Centennial Professor of Accounting
The University of Texas at Austin
-sector chair for renewable resources & alternative energy

Verity Chegar
Co-Vice Chair
-sector chair for extractives & mineral processing

Robert Hirth, Jr.
Co-Vice Chair
Senior Managing Director, Protiviti
Chairman Emeritus, Committee of Sponsoring Organizations of the Treadway Commission (COSO)
-sector chair for technology & communications

Kurt Kuehn
Former CFO, UPS
-sector chair for transportation & infrastructure

Lloyd Kurtz, CFA
Senior Portfolio Manager, Head of Social Impact Investing,
Wells Fargo Private Bank
-sector chair for health care & resource transformation

Daniel L. Goelzer, JD
Retired Partner,
Baker & McKenzie LLP
-sector chair for services

Elizabeth Seeger
Head of Sustainable Investing, KKR
-sector chair for consumer goods

Marc Siegel
Partner - EY
-sector chair for financials

Susanne Stormer*
Chief Sustainability Advisor & Vice President, Novo Nordisk

Stephanie Tang, JD
Director and Senior Corporate Counsel, Securities and Corporate Governance
Autodesk
-sector chair for food & beverage

Mark Vaessen*
Partner, Head of Department of Professional Practice, KPMG

* Appointment effective as of January 1, 2021
### SASB Organizational Milestones

**Provisional Standards Issued 2013-2016**

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<td>Jean Rogers founded SASB to meet investor demand</td>
<td>Industry Working Group participants reached 1,000</td>
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<td>Public launch of standards-setting activities</td>
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<td>Michael Bloomberg and Mary Schapiro appointed as Chair and Vice Chair</td>
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<td>Harvard Business School published case on SASB</td>
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- 6 industries in Health Care sector
- 7 industries in Financials sector
- 6 industries in Technology & Communication sector
- 8 industries in Non-Renewable Resources sector
- 8 industries in Transportation sector
- 10 industries in Services sector
- 5 industries in Resource Transformation sector
- 15 industries in Consumption sector
- 6 industries in Renewable Resources & Alternative Energy sector
- 8 industries in Infrastructure sector

**November 2018**

**Codified Standards issued for 77 industries in 11 sectors**

- BlackRock and SSGA ask companies to use SASB standards

**2011-2020 Milestones**

- Launched Data Provider Partner Program and Fundamentals of Sustainability Accounting (FSA) Credential
- Industry Working Group participants exceeded 2,800
- Established two-tier governance structure
- Launched the SASB Alliance
- Number of corporate reporters reaches 100
- Launch of Bloomberg SASB ESG Index Family

- 5 industries in Resource Transformation sector
- 10 industries in Services sector
- 15 industries in Consumption sector
- 6 industries in Renewable Resources & Alternative Energy sector
- 8 industries in Infrastructure sector
- 7 industries in Non-Renewable Resources sector
- 8 industries in Transportation sector
- 6 industries in Technology & Communication sector
- 6 industries in Health Care sector
- 2011-2016 (Provisional Standards Issued)
- 2018-2020 (Codified Standards Issued)

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