

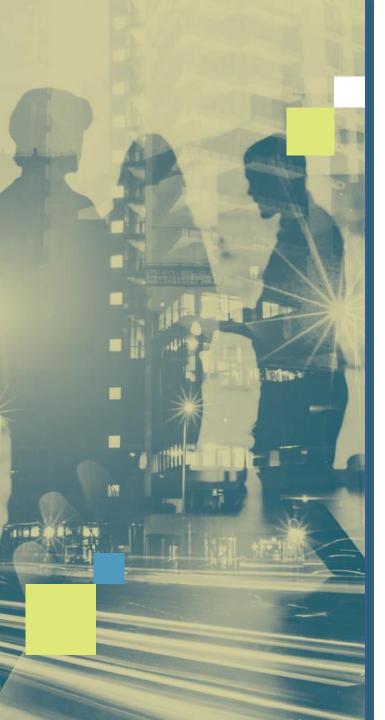
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Deep Dive on SASB Standards with SASB CEO and Buy-Side Perspective



May 7, 2020 | 2:00pm ET



Q & A

Submit your questions in the Q&A chat window

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SPEAKERS



Janine Guillot
Chief Executive Officer
SASB



Daniel Nielsen

Managing Director –

Head of ESG and

Responsible Investing

Senior Portfolio Specialist

Great Lakes Advisors



Neil Stewart
Director of Corporate
Outreach
SASB



Elizabeth Saunders
Founding Partner
Clermont Partners
(moderator)

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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





The SASB Difference

SASB standards are created for the market, by the market



5/7/2020



The Non-Financial Information and Analytics Landscape

A complex and thriving landscape with many non-profit and for-profit providers playing different roles

MULTIPLE

ORGANIZATIONS

SASB / TCFD / CDSB / GRI / Bloomberg / MSCI / CDP / TruValue Labs / RepRisk / Sustainalytics / Refinitiv / DJSI / FTSE4Good

FIT IN

4

DISTINCT GROUPS:

1 Publish guidance for voluntary disclosure, often with company feedback loops











2 Request data from companies via questionnaires





3 Aggregate publicly-available data from companies

REFINITIV

Bloomberg®

4 Create assessments of companies based on public and/or private information to sell to investors





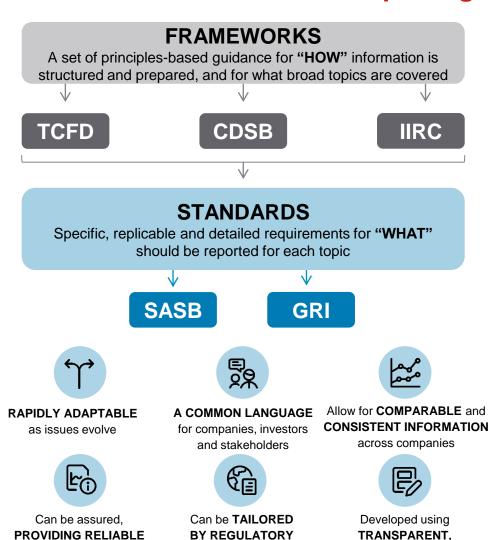








Standards Make Frameworks Actionable and Help Achieve Key Success Factors for Non-Financial Reporting



JURISDICTIONS, providing

flexibility and consistency

INFORMATION

Framework: Example of climate disclosure guidance

Discuss strategic planning process related to GHG emissions, including the use of scenario analysis.

Standard: Example of climate disclosure quidance

For an oil & gas company, disclose carbon dioxide emissions embedded in proved hydrocarbon reserves.

Disclosure standards are a powerful tool to ensure high quality non-financial disclosure



INCLUSIVE DUE

PROCESSES

EU Non-Financial Reporting Directive: Dual Perspectives on Materiality

Investors seek to understand how sustainability issues affect a company's financial performance; all stakeholders seek to understand how a company's actions impact society

Financial Materiality Environmental & Social Materiality To the extent necessary for an understanding of the company's development, performance, and position... ...and impact of its activities climate change company Company impact on climate impact impact can be financially material on climate on company Climate Company Primary audience: Investors Primary audience: Consumers, Civil Society, **Employees, Investors** RECOMMENDATIONS OF THE TCFD — - NON-FINANCIAL REPORTING DIRECTIVE * Financial materiality is used here in the broad sense of affecting the value of the company, not just in the sense of affecting financial measures recognized in the financial statements. Source: EU Commission (20 June 2019). Guidelines on non-financial reporting: Supplement on reporting climate-related information



Support for SASB Among Investors is Strong and Rapidly Growing

Investor Advisory Group (IAG):

- > **50+** members
- Representing 11 countries
 - Australia

Norway

Canada

- Switzerland
- Denmark
- The Netherlands

France

- UK
- Germany

US

- Japan
- > ~\$40 Trillion in assets
- ➤ 20 investors from 7 countries joined the IAG in 2019, nearly doubling the size of the group
- > 8 of the world's 10 largest asset managers* are IAG members

Updated March 2020



^{*} Largest asset managers as of March 2019 per https://www.advratings.com/top-asset-management-firms.

Investor Demand

impacted areas? What happens to inflation, and in turn interest rates, if the cost of ood climbs from drought and flooding? How can we model economic growth if

emerging markets see their productivity decline due to extreme heat and other

climate risk is investment risk. Indeed, climate change is almost invariably the top South America to China, Florida to Oregon, investors are asking how they should associated with climate change as well as the ways that climate policy will impact

prices, costs, and demand across the entire economy.

Recent, Targeted Calls from Large Asset Managers for SASB Disclosure

BlackRock



STATE STREET GLOBAL ADVISORS

CEO's Letter on our 2020 Proxy Voting Agenda

Dear Board Member

Global Advisors engages in di

issues into their decision-ma

our call. For example, our Fea

"...leveraging the Sustainability Accounting Standards Board (SASB) materiality framework, R-Factor ... allows us to evaluate a company's performance against both regional and global industry peers ...

... Beginning this proxy season, we will take appropriate voting action against board members at companies in the S&P 500, FTSE 350, ASX 100, TOPIX 100, DAX 30, and CAC 40 indices that are laggards based on their R-Factor scores... "

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?

SASB

Source: Morrow Sodali 2020 Institutional Investor Survey



© SASB

10 5/7/2020

Investors Use SASB Standards to Integrate Sustainability into Investment Decisions

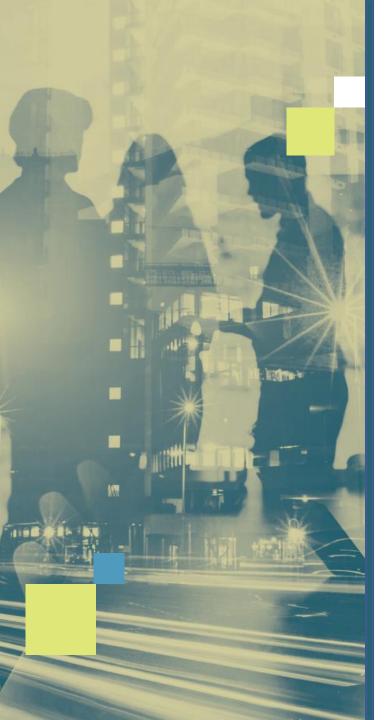




11

- 100+ entities license the SASB standards to incorporate the standards into tools and processes that support investment decisions.
- SASB's ESG Integration Insights series now includes 18 investor-written case studies, demonstrating how investors use the SASB standards across public equity, private equity, and fixed income.
- SASB's Engagement Guide is used by asset owners and asset managers to guide discussions with company directors and management on sustainability issues.
- Proxy advisor Glass Lewis uses the SASB standards to inform and explain its voting recommendations for clients.





Investor Perspective

Daniel Nielsen, Great Lakes Advisors

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Part 2





Different Standards for 77 Industries Across 11 Sectors (SICS®)



Consumer Goods



Extractives & Minerals Processing



Financials



Food & Beverage



Health Care



Infrastructure



Renewable Resources & Alternative Energy



Resource Transformation



Services



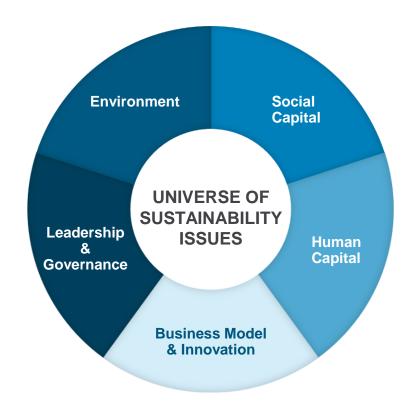
Technology & Communications



14

Transportation

A <u>Total</u> of 26 ESG Sustainability-related Business Issues Across Five Dimensions



Each SASB Industry Standard has an average of just 6 topics and 13 metrics

SASB metrics are aligned with over 200 existing frameworks, regulations, and certifications



The SASB Approach to Financial Materiality

Standards targeted to the needs of investors for financially relevant ESG information



SASB's Process

Identifies ESG factors reasonably likely to affect the *financial condition or operating performance* of companies within an industry

Inclusion in SASB Standards Requires Evidence of BOTH

Investor Interest in an issue

AND

Financial impact of that issue on companies in an industry





SASB's Materiality Map®

A first view of exposure to material sustainability risks across a diversified portfolio



SASB Materiality Map®

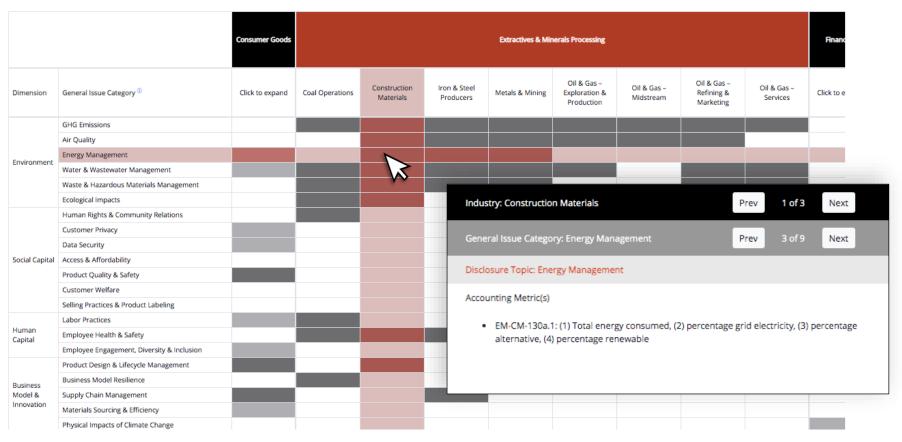
SASB's Materiality Map® identifies sustainability issues that are likely to affect the financial condition or operating performance of companies within an industry. In the left-hand column, SASB identifies 26 sustainability-related business issues, or General Issue Categories, which encompass a range of Disclosure Topics and their associated Accounting Metrics that vary by industry. For example, the General Issue Category of Customer Welfare encompasses both the Health and Nutrition topic in the Processed Foods industry and the Counterfeit Drugs topic in the Health Care Distributors industry. For commercial use terms of the Materiality Map, please contact us.

Sector Level Map

- Issue is likely to be material for more than 50% of industries in sector
- Issue is likely to be material for fewer than 50% of industries in sector
- Issue is not likely to be material for any of the industries in sector

Industry Level Map

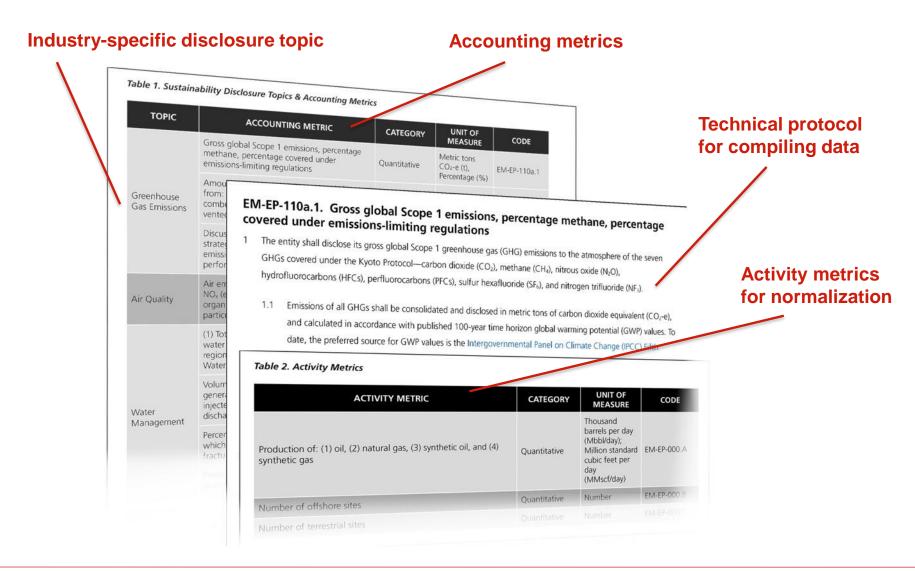
- Not likely a material issue for companies in the industry
- Likely a material issue for companies in the industry





Robust Standards Designed to Provide Decision-Useful Information

SASB standards contain industry-specific disclosure topics, metrics, and guidance

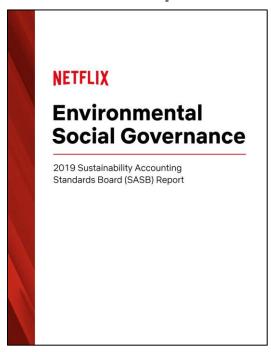




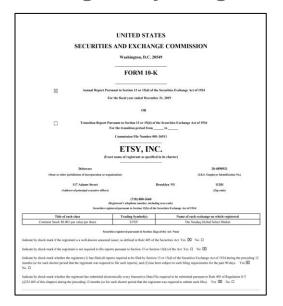
Reporting Channels

Location is less important than information quality

SASB Report



Regulatory Filing





Integrated Report



Sustainability Report



Examples of SASB Metrics and References Tables

Facilitates access to data for investors



SASB INDEX

This report marks the first time we have reported under the Sustainability Accounting Standards Board (SASB) standards. We have included the below disclosures related to the three sectors that are most closely aligned to our mix of businesses. Asset Management & Custody Activities, Investment Banking & Brokerage and Commercial Banks. Disclosures that appeared in more than one of these scort standards are included in a separate section on this page. Unless otherwise noted, all data and descriptions apply to our entire firm, not just the businesses relevant to that sector. We do not currently disclose all metrics included in the standards for these three sectors, but we will continue to evaluate them in the future. All data is a of or for the year ended December 31, 2018 unless otherwise noted.

Topic	Accounting Metric		Code	Response		
Disclosures Inclu	ded in Multiple Sectors' Standards					
Diversity & Inclusion	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	Quantitative FN-AC-330a.1 FN-IB-330a.1		U.S. Workforce Demographics As part of our commitment to improving diversit at the firm we have also published diversity goals here.		
Business Ethics	Description of whistleblower policies and procedures	Discussion and Analysis	FN-AC-510a.2 FN-IB-510a.2 FN-CB-510a.2	Raising Integrity Concerns Code of Business Conduct and Ethics		
Systemic Risk Management	Global Systemically Important Bank (G-SIB) score, by category	Quantitative	FN-IB-550a.1 FN-CB-550a.1	As a US G-SIB, we are required to calculate the G-SIB buffer under two methodologies and are bound by the higher of the two. "Method 1" is based upon the Basel Committee's methodology, which, among other indicators, relies upon measures of the size, activity and complexity of each G-SIB. "Method 2" uses similar inputs, but it includes a measure of reliance on short-term wholesale funding and applies only to US G-SIBs. Further information about Method 1 can be found on the Basek for International Settlement's website and further information about Method 2 can be found on the Each graft Reserve Board's website. We are bound by Method 2 and our application of the C-SIB buffer is 25%. Pleass see pages 8–9, 17 and 165–166 of our 2018 Form 10-5, for further information about the indicators that factor into the calculation can be found in our FR Y-15 filing, which can be accessed here.		
	Total amount of monetary losses as a result of legal proceedings associated with: • Marketing and communication of financial product-related information to new and returning customers; • Fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations; and • Professional integrity, including duty of care.	Quantitative	FN-AC-270a.2 FN-AC-510a.1 FN-IB-510a.1 FN-IB-510b.3 FN-CB-510a.1	During 2018, our total net provisions for all litigation and regulatory proceedings were \$844M.		



SASB is an independent, private sector standards-setting organization dedicated to enhancing the efficiency of the capital markets by fostering high-quality disclosure of material sustainability information that meets investor needs. The table below cross-references the SASB accounting metrics with where that information can be found in NIKE's FY16/17 Sustainable Business Report (SBR) and Sustainability Website. 10PIC ACCOUNTINE MITRIC CATEGORY UNIT OF MIASURE CODE BAILA REFERENCE

TOPIC	ACCOUNTING METRIC	CATEGORY	UNIT OF MEASURE	CODE	DATA	REFERENCE
MANAGEMENT OF CHEMICALS IN PRODUCTS	Description of processes to maintain compliance with restricted substances regulations	Discussion and Analysis	NA	CN0501-01		SSR: Chemotry (Measure: 100% compliance with NIKE RSL) Approach to Chemistry Chemistry Playbook
	Description of processes to assess and manage risks associated with chemicals in products	Discussion and Analysis	NA	CN0501-02		SBR (Chemistry (Target: Enable Zero Discharge of Hazardous Chemistry Approach to Chemistry Chemistry Playbook
RAW MATERIAL SOUNCING & INNOVATION	Discussion of environmental and social risks associated with sourcing prority materials	Discussion and Analysis	NA	CN0501-03		SBR: <u>Materials</u> (Target: Increase use of more sustainable materials in footwear and apparel) Sustainable Materials Sustainable Materials Principles
	Proceedings of one materials third- party curffield is an environmental or social sustainability standard, by standard	Quantitative	Percentage (%) by weight	CN0501-04	Materials (FV17) Cotion Organics (FV) Organics (FV) Included < 75 Included <	Soft Materials (Regats Increase use of more sustainable materials in footneer and apparel) Sustainable Materials Sustainable Materials Sustainable Materials
LABOR CONDITIONS IN THE SUPPLY CHAIN	Percentage of (1) tier I suppliers and (2) suppliers beyond tier I that have been audited to a labor cade of conduct, percentage conducted by a third-party auditor	Quantitative	Percentage (%)	CN0501-05	100% of Tie 1 suppliers auchted to Code of Conduct, which includes environmental data collection 4% audited by third party auditor Suppliers beyond Tier 1 audited to Code of Conduct No. 4% discharge a number of strategic material suppliers (Tier 29 on our Manufacturing Map along with Teinhard groots fuctores.	 SBB, Sustainable Sourcing Chapter, Source 1,00% from become the meet our definition of sustainable) NHSC's Sourcing and Menufacturing Standards
	Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conduct audits	Quantitative	Rate	CN0501-06	to FY17, 9.1% of audits were rated below Bronze (non-conformance)	SBR: <u>Sustainable Sourcing</u> (Target: Source 100% from factories that meet our definition of sustainable) NIKE's Sourcing and Massfacturing Standard



Why ESG? Why SASB? Making the Case to C-suite & Board

Independent research reinforces the value of SASB's materiality framework

Harvard Business School and Russell Investments find that performance on material ESG issues identified by SASB is a better predictor of return than traditional ESG issues

Differences in four-factor alphas (High – Low Quintile Performance)

T.		SASB-based ESG issues	Immaterial ESG issues	Total ESG issues
#ARVARD BUSINESS SCHOOL "Corporate Sustainability: First Evidence on Materiality" 1	MSCI KLD Data (1991-2013)	4.18%	3.37%	2.93%
Russell Investments "Materiality Matters" ²	Sustainalytics Data (2012-2017)	1.19%	0.30%	0.97%

Sources:

- 1. Mozaffar Khan, George Serafeim, and Aaron Yoon, The Accounting Review, Vol. 91, No. 6, Nov. 9, 2016. Results for value-weighted portfolios of firms scoring at the bottom and top quintiles of the total, material, and immaterial sustainability indexes.
- 2. Emily Steinbarth, Scott Bennett, Russell Investment Management Ltd., Feb. 2018. Differences in the four-factor alphas of high and low portfolios formed on the basis of Material and Immaterial Sustainability Issues.



Standards Enhancement Projects Underway

Conceptual Framework

Rules of Procedure

Human Capital

Content Moderation on Internet Platforms

Systemic Risk in Asset Management

Tailing Management in Extractives

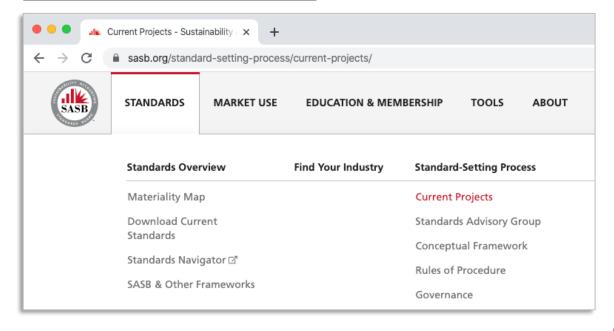
Plastics Risks and Opportunities (Pulp & Paper, & Chemicals Industries)

Alternative Meat & Dairy in Food & Beverage

Measuring Performance on Raw Materials Souring (Apparel, Accessories & Footwear Industry)

Supply Chain Management in the Tobacco Industry

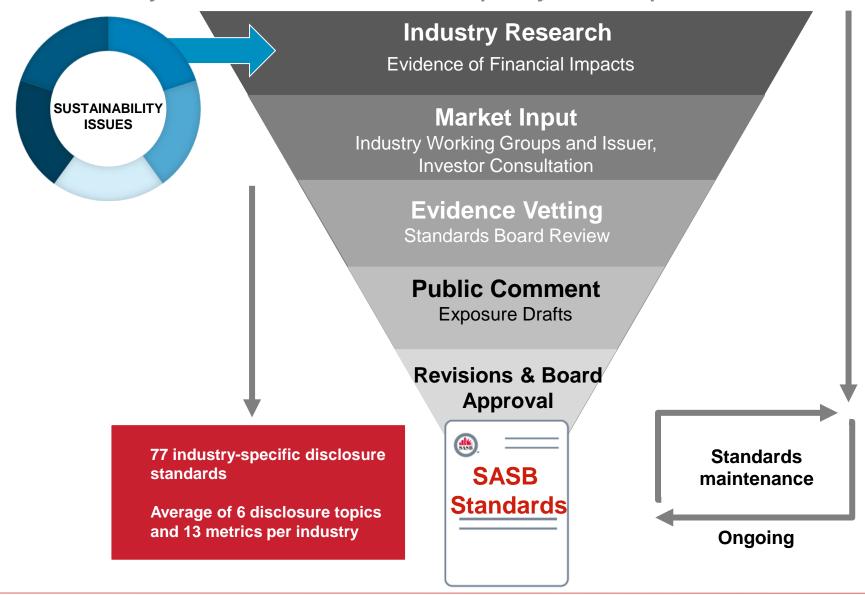
Learn more on SASB.org





Rigorous Process Drives Quality of SASB Standards

Standards for each industry are rooted in evidence and shaped by market input





Getting Started

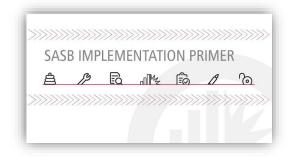


The standards show what information to integrate into performance management https://www.sasb.org/standards-overview/download-current-standards/

Questions? neil.stewart@sasb.org

The Implementation Primer offers guidance to integrate SASB standards core communications with investors.

https://www.sasb.org/implementation-primer/



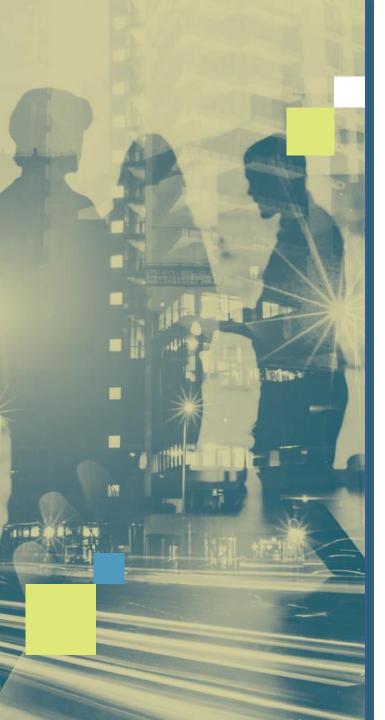


The Materiality Map can help you compare industries https://www.sasb.org/standards-overview/materiality-map/

SASB Implementation Webinar Series May 14, June 3, June 16 and June 26 Speakers including BlackRock, Franklin Templeton, JetBlue and EY https://info.sasb.org/implementation_primer_webinars







Q & A

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