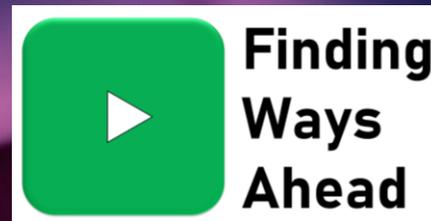


# Accomplish



The Behavioral Benchmark



## ESG- related client behaviors

September 2022

Because actions speak louder than words

# Client behavior is the reliable indicator

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*"This way of thinking is transforming our business."*  
A global head of post-sale service.

## Humans are tricky creatures: actions speak louder than words

### What clients say (feedback) contains gaps and inaccuracies <sup>1,2,3,4</sup>

- X Humans forget less recent events.
- X We avoid difficult conversations.
- X We say one thing but do another.
- X They are inundated with these requests, leading to low response rates, and risking an 'eye roll'.
- X Statistical validity – at sub-sample level, the words of a few may not be representative of all.
- X Infrequency creates lag times and diminishes its effectiveness.
- X Low-resolution, analogue data, especially if received second- or third-hand can be hard to act on.



### Measure what clients do (behavior) to counteract the weaknesses of feedback data

- ✓ Behavior is general and universal, leading to a complete picture.
- ✓ Digitally available in high-resolution.
- ✓ Measurable over any timeframe.
- ✓ Zero client disruption.
- ✓ Unaffected by innate conflict-aversion and memory biases.
- ✓ Dollarizable.
- ✓ Actionable.

## Monitor client behavior, or risk losing out

1. FeldmanHall, et al, 2012. What we say and what we do.  
2. Tversky and Kahneman, 1974. Judgment under uncertainty.  
3. Shafir, Simonson, and Tversky, 1993. Reason-based choice.  
4. Cooper, Heron, and Heward, 2020. Applied behavior analysis.

# A statistically valid sample of asset managers



A good sample size. A good cross-section of the global buy-side industry.

- |    |   |                                   |    |   |                                     |
|----|---|-----------------------------------|----|---|-------------------------------------|
| 1  | ✓ | abrdrn                            | 21 | ✓ | J.P. Morgan Asset Management        |
| 2  | ✓ | AEGON Asset Management            | 22 | ✓ | Janus Henderson Investors           |
| 3  | ✓ | Allianz Global Investors          | 23 | ✓ | M&G Investments                     |
| 4  | ✓ | American Century                  | 24 | ✓ | Natixis Investment Managers         |
| 5  | ✓ | Amundi Asset Management           | 25 | ✓ | Newton Investment Management        |
| 6  | ✓ | APG Asset Management NV           | 26 | ✓ | Northern Trust Asset Management     |
| 7  | ✓ | Aviva Investors                   | 27 | ✓ | Nuveen                              |
| 8  | ✓ | BlackRock                         | 28 | ✓ | Partners Capital                    |
| 9  | ✓ | BlueBay Asset Management          | 29 | ✓ | PGGM                                |
| 10 | ✓ | BNP Paribas Asset Management      | 30 | ✓ | PGIM                                |
| 11 | ✓ | Candriam                          | 31 | ✓ | RBC Global Asset Management         |
| 12 | ✓ | Columbia Threadneedle Investments | 32 | ✓ | Robeco Asset Management             |
| 13 | ✓ | Dimensional Fund Advisors         | 33 | ✓ | Royal London Asset Management       |
| 14 | ✓ | Federated Hermes                  | 34 | ✓ | Schroder Investment Management      |
| 15 | ✓ | Fidelity International            | 35 | ✓ | SEI investments                     |
| 16 | ✓ | Fiera Capital                     | 36 | ✓ | State Street Global Advisors        |
| 17 | ✓ | Gresham House Asset Management    | 37 | ✓ | Sycomore Asset Management           |
| 18 | ✓ | Impax Asset Management            | 38 | ✓ | T. Rowe Price                       |
| 19 | ✓ | Invesco Fund Management           | 39 | ✓ | Vanguard                            |
| 20 | ✓ | J O Hambro Capital Management     | 40 | ✓ | Wellington Management International |
|    |   |                                   | 41 | ✓ | WHEB Asset Management               |

# Research leads



**Adam Grainger**

Accomplish

+20-year veteran of the investment industry.  
Client experience.  
Behavioral analytics.  
Business intelligence.  
Manages the Behavioral Benchmark

+44 7889 178019  
adam.grainger@accomplish.world

 [Adam Grainger](#)



**Harald Walkate**

Finding Ways Ahead

+20-year veteran of the investment industry.  
Advisor on ESG and sustainable finance.  
Senior Fellow  
University of Zurich CSP.

+31 6 22 13 95 69  
hwalkate@gmail.com

 [Harald Walkate](#)



# At Accomplish, we manage the Behavioral Benchmark

## Commercially actionable business intelligence

⚡ Client feedback contains gaps and inaccuracies.

💡 To counteract this ... measure, compare, and predict their behavior.

✅ Embed client behaviors into your targets and strategies:

- Get them to buy, stay, and buy more.
- Leading behavioral indicators.
- 100% quant.
- Institutional.
- Americas. EMEA. Apac.

✅ Unique business intelligence:

- Clients.
- Markets.
- Competitors.

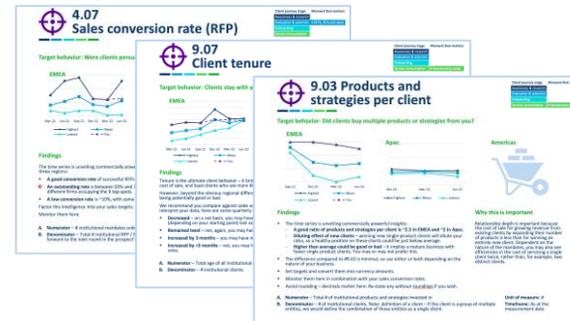
✅ Discover your strengths and weaknesses **before** clients tell you.

## A behavioral lens on business strategy



- Track success in getting clients to:
  - Buy (sales conversion).
  - Buy more (products per client).
  - Stay (client tenure).
- Stimulate and monitor leading behavioral indicators.

## Make science-based decisions



**This ESG research was different: rather than measuring known behaviors, we identified previously undocumented ESG-related client behaviors.**

# Clients' ESG-related behaviors depend on their experience, and some of them are more common than others.

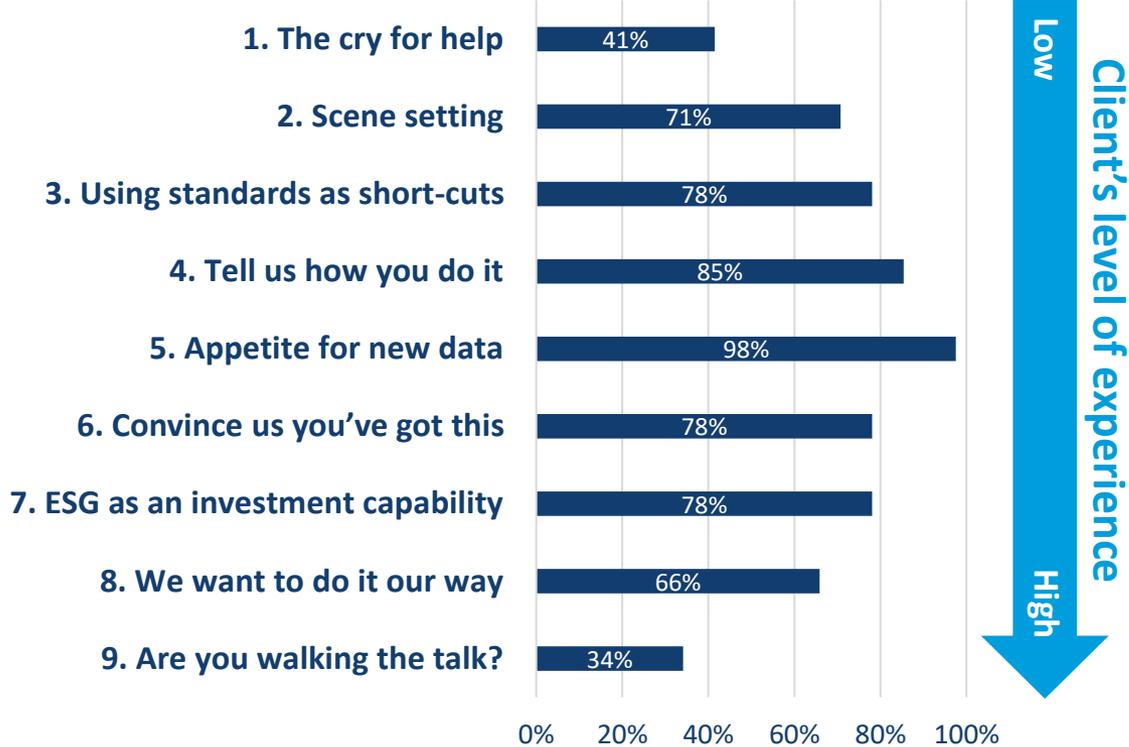
## Key points

- In Q2 2022, asset management firms reported the ESG-related behaviors they observed in institutional and intermediary clients from around the world.
- The behaviors fell into 9 categories, with clients displaying behaviors from multiple categories.
- Significantly, asset managers associated different behaviors with as indicators of experience of ESG.<sup>1</sup>
- Some behaviors were reported more often than others, e.g. almost every asset manager encountered an appetite in clients for ESG data.

## Primary research

- Data gathered directly from observers of client behavior.
- In-depth analysis and testing of a new framework.
- Peer review scrutiny.

## The proportion of asset managers who reported these behaviors in clients 'today'



1. Client's level of experience – 73% of participating asset managers said that client behaviors depended on their level of experience with ESG. They used words like "more or less sophisticated / experienced." We have ordered the categories accordingly.

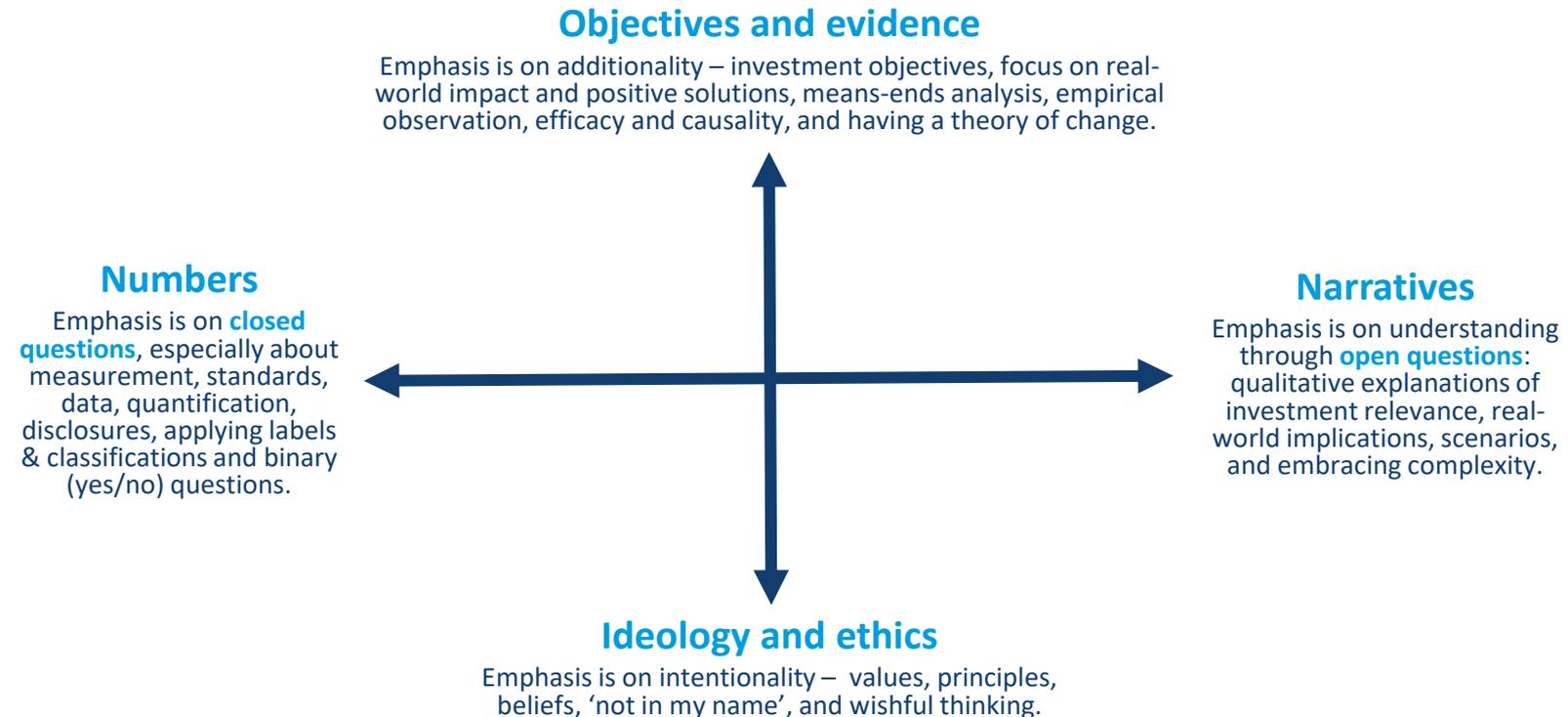
# Their behaviors fall into nine categories, with clients displaying behaviors from multiple categories.

 <p><b>1. The cry for help</b></p>	<p>The desire for <b>basic information and support</b> because they know they do not understand ESG. Behavioral reactions to new regulatory obligations. Others imply an appetite for understanding the justification for ESG investing.</p>	<p>Low</p> <p>Client's level of experience</p> <p>High</p> 	
 <p><b>2. Scene setting</b></p>	<p>Numbers-oriented <b>fact-gathering: often closed questions</b> that force a yes / no answer, or require a number, or a label. They indicate clients' basic expectations, but leave little room for exploration, e.g. "how many people are in your ESG team?"</p>		
 <p><b>3. Using standards as short-cuts</b></p>	<p>Next came another group of closed questions that saw clients use international <b>frameworks as decision-making expediencies</b>, for example, non-EU clients using EU classification system as a short-cut to describe their needs.</p>		
 <p><b>4. Tell us how you do it</b></p>	<p>In this category, clients sought to <b>understand how</b> you invest in line with the principles of ESG. The assumption was that ESG is already at an end-state.</p>		
 <p><b>5. Appetite for new data</b></p>	<p>These behaviors highlight the nature of demand clients expressed for portfolio and security-level data – focus on <b>disclosure of numbers</b>.</p>		
 <p><b>6. Convince us you've got this</b></p>	<p>As clients became more experienced, they sought <b>evidence and examples</b> that the asset manager had analysed their data, could explain investment-relevance, and had acted accordingly.</p>		
 <p><b>7. ESG as an investment capability</b></p>	<p>This category of behaviors sees clients employing <b>ESG as an integral component of investment management</b>: using ESG as a factor to identify investment opportunities, assess risks, and define objectives that will bring about change.</p>		
 <p><b>8. We want to do it our way</b></p>	<p>The common factor across these behaviors is the client's desire to <b>pursue their own objectives</b> and impact the world in their own way.</p>		
 <p><b>9. Are you walking the talk?</b></p>	<p>These behaviors saw clients turn the <b>onus on the asset manager</b> to explain their own ESG-related commitments and how they are living up to them?</p>		

# Introducing a model for interpreting ESG-related client behaviors

## Harald Walkate's Today / Tomorrow framework

- In consultation with colleagues from the University of Zurich CSP, Walkate has created the Today / Tomorrow framework.
- The model asserts that organizations balance two choices when they decide where to focus on ESG:
  - Objectives and evidence vs ideology and ethics.
  - Numbers vs. narratives.
- Accomplish used it to interpret it's data about ESG-related client behaviors.



# In general, “less experienced” clients focus more on numbers and ideology



Category	#	ESG-related client behavior	Objective or evidence-driven?	Qualitative?	Open or closed question?
<b>1. The cry for help</b>	1.1	Help us comply, e.g. SFDR, EU taxonomy.	No	No	Closed
	1.2	How could our investments support the SDGs, and why should we?	Yes	Yes	Open
	1.3	Could you run a training session for us?	No	Yes	Closed
<b>2. Scene-setting questions</b>	2.1	What are your ESG funds, ESG AUM, ESG team, structure and governance?	No	Yes	Closed
	2.2	What are your policies, e.g. ESG, sustainable investing, climate change, exclusions, and voting?	No	Yes	Closed
	2.3	When will you be ready for XXX new ESG regulation?	No	No	Closed
<b>3. Using standards as short-cuts</b>	3.1	Have you signed-up to ... UN PRI, TCFD, UN Global Compact, Paris, NZAMI, GRESB, GFANZ, UK SC, etc.?	No	No	Closed
	3.2	What is the fund’s SFDR article, justification, disclosures?	No	No	Closed
	3.3	What SDGs does the portfolio contribute to, in what proportions, and why?	Yes	Yes	Closed
	3.4	Is the product aligned with Paris, European Green Deal, Net Zero?	No	No	Closed
	3.5	Can you give us TCFD, SFDR, the EU Taxonomy, or UK PLSA stewardship and voting data?	No	No	Closed
	3.6	Second-order effects of standards, e.g. non-EU clients using SFDR terminology to select products.	No	No	Closed
<b>4. Tell us how you do it</b>	4.1	How do you analyse companies, identify ESG risks, and across which strategies and asset classes?	No	Yes	Open
	4.2	ESG and investment team responsibilities? How estimate returns? How make investment decisions?	No	Yes	Open
	4.3	How do you engage and vote?	No	Yes	Open
	4.4	How do you set, measure, monitor and report on ESG objectives?	Yes	Yes	Open
	4.5	Can you give us examples of investments you rejected?	No	Yes	Open
<b>5. Appetite for new data</b>	5.1	ESG ratings, exposure targets, KPIs, exclusions, SFDR Principle Adverse Impact indicators.	No	No	Closed
	5.2	Climate data – CO2 footprint and intensity, energy mix, carbon credits, risks (biodiversity, water, waste), external certifications, timeframe for delivering net zero carbon.	No	No	Closed
	5.3	DE&I – gender and ethnicity of portfolio and holdings.	No	No	Closed
	5.4	Progress towards goals, e.g. UN SDGs, Paris-alignment, net zero.	No	No	Closed
	5.5	Exposure to topical issues, e.g. the war in Ukraine.	No	No	Closed
	5.6	Voting and engagement volumes, statistics, and activities, e.g. top 5, or 10.	No	Yes	Closed
	5.7	Human or labour rights issues relating to any holdings.	No	Yes	Closed



# In general, “more experienced” clients also focus on narratives and objectives

Objectives & evidence



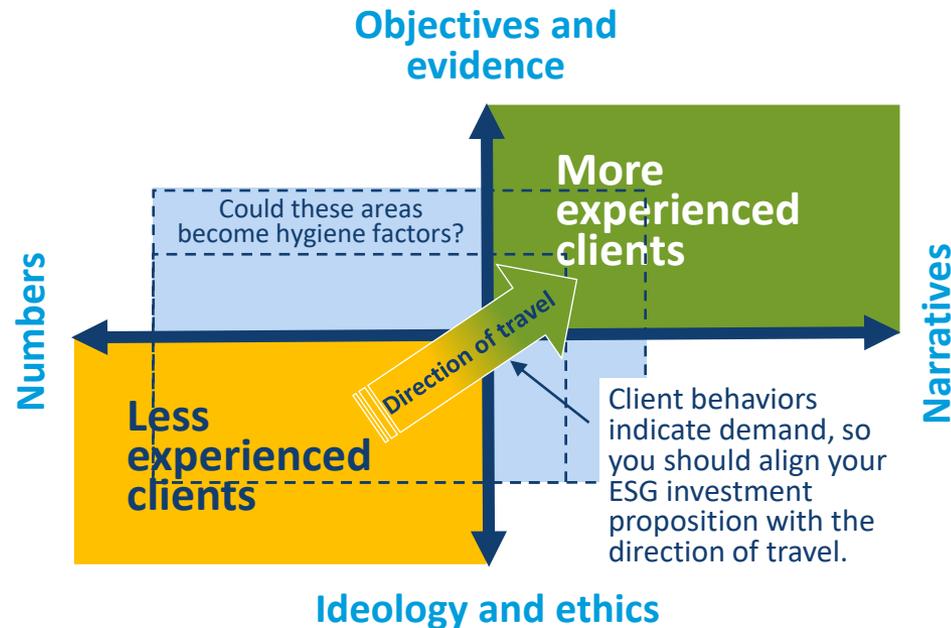
Category	#	ESG-related client behavior	Objective or evidence driven?	Qualitative?	Open or closed question?
<b>6. Convince us you've got this</b>	6.1	How analyse a company, treat findings, estimate investment decision's impact, e.g. on CO2 emissions?	No	Yes	Open
	6.2	How do you avoid the risk of greenwashing?	No	Yes	Open
	6.3	How did you engage a company, what ESG factor(s) drove your voting, and what impact did you achieve – investment objective, risks, progress, successes, failures, divestment assessments, and implications?	Yes	Yes	Open
	6.4	What's your position on a current debate or event, what is your investment objective, did you expect this, why not, can you get me out, e.g. child labour concerns in the EV battery supply chain?	Yes	Yes	Open
	6.5	Explain the difference between your ESG score vs. an external benchmark.	No	Yes	Open
	6.6	Requests for forward-looking scenario analysis and the risk and investment implications.	Yes	Yes	Open
<b>7. ESG as an investment capability</b>	7.1	What proportion of your investment approach incorporates ESG factors, and what are they?	No	Yes	Closed
	7.2	What is the ESG impact across 1) AUM, 2) securities, sectors, markets, 3) SDGs, and 4) risks and returns.	Yes	No	Closed
	7.3	How do you calculate your ESG metrics and define materiality?	Yes	Yes	Open
	7.4	What would returns have been if you had not adopted ESG factors?	Yes	No	Open
	7.5	Investment opportunities and risks from the transition to a lower carbon economy?	Yes	Yes	Open
	7.6	How reduce CO2 footprint without impacting performance? Which are the most investible CO2 markets, how do it, and what are the risks? How can we avoid political risk relating to Net Zero?	Yes	Yes	Open
<b>8. We want to do it our way</b>	8.1	We want to invest in a way that meets our own objectives and ambition, e.g. beats a certain carbon benchmark, targets a specific SDG, or brings about a desired impact in a certain industry.	Yes	Yes	Open
	8.2	Can you customize your ESG investment and reporting processes to help us meet our objective(s) in line with our brand, values, and investment restrictions?	Yes	No	Closed
	8.3	Do you collaborate on engagement and voting intentions?	No	Yes	Closed
	8.4	Help us frame our investment thesis: how should we consider investment risk in relation to sustainability, or how can we lower our portfolio emissions without reducing factor biases?	Yes	Yes	Open
<b>9. Are you walking the talk?</b>	9.1	What are your own commitments?	No	No	Open
	9.2	What are your science-based targets?	No	No	Open

More experienced clients



# Potential for a change in demand for ESG-related investment propositions

## Emphasis of clients' current ESG-related behaviors



## Key findings

- Depending on the extent of their experience of ESG, clients occupy different positions in the model.
- This implies that ESG-related client behaviors do not have to be static, but can and do evolve as they gain experience.

## Hypothesis

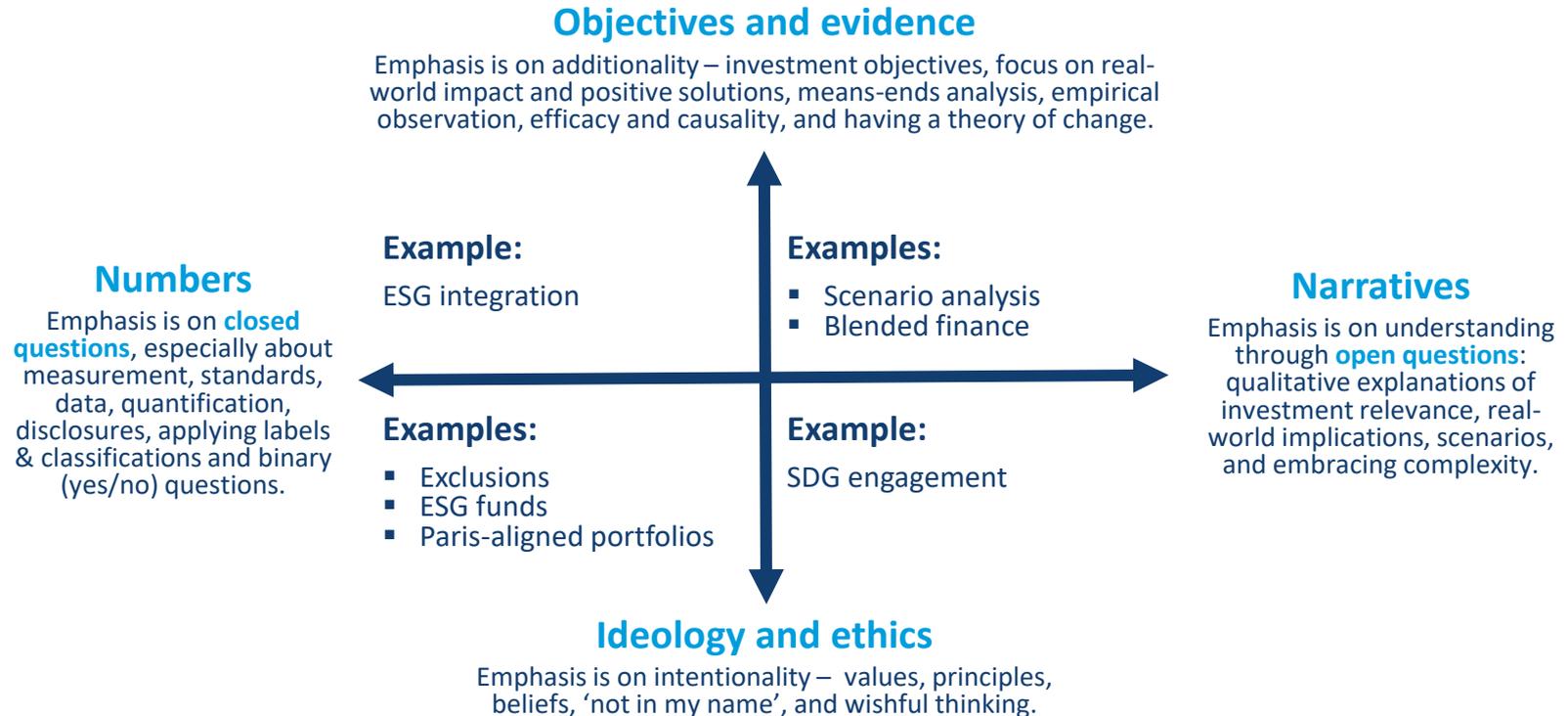
The general direction of travel will be diagonal:

- Clients will not depart the bottom-left quadrant. More plausibly, they will move up the diagonal.
- Firms will need skills and budget to serve the needs of greater volumes of experienced clients, and their product strategies may also need to evolve.
- This will present strategic opportunities and threats for asset management firms, and we encourage them to perform a SWOT analysis against page 10.

## Discussion 1 London Business School 28 Sep 2022

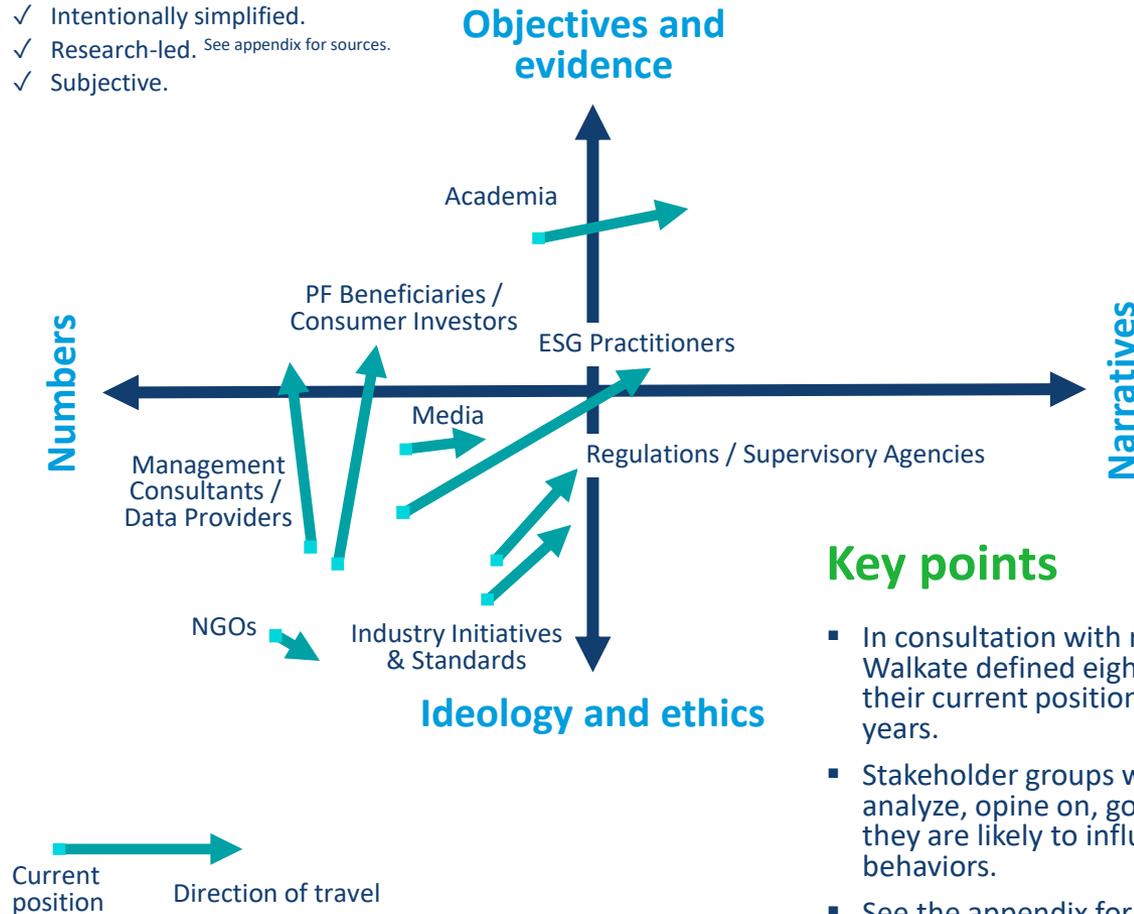
- Are the research findings recognisable, relevant, and valid?
- Which aspects of a market in which more experienced client behaviors will become more prevalent will present opportunities vs threats?

# Forecasting future demand with the Today / Tomorrow Framework



# Macro shifts in sustainable investing

- ✓ Intentionally simplified.
- ✓ Research-led. See appendix for sources.
- ✓ Subjective.

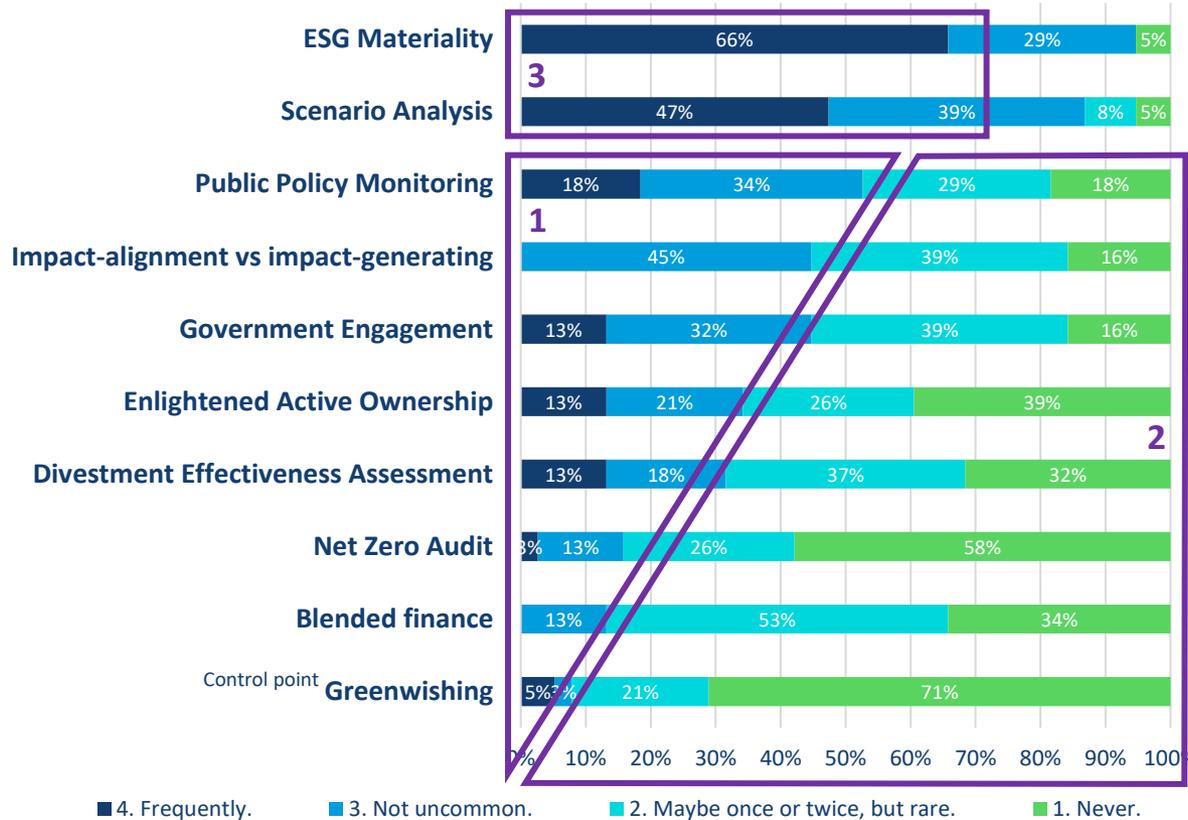


## Key points

- In consultation with researchers at the University of Zurich CSP, Walkate defined eight groups of stakeholders and estimated their current position and direction of travel for the next 4-5 years.
- Stakeholder groups were selected because they engage in, analyze, opine on, govern, consume, or advise on ESG. As such they are likely to influence future asset owner / client behaviors.
- See the appendix for the sources.

# Testing the forecasted future ESG-related client behaviors

Parlor game data: the frequency with which asset managers heard these phrases (or equivalent) from clients



## Key findings

- Research participants will recall the 'parlor game'.
- Its purpose was to prove or disprove Walkate's forecast of future ESG-related client behaviors.
- The results support Walkate's forecast in three ways:
  - All the expected future behaviors have already appeared – most at the periphery.
  - The majority reported they had "never" or "rarely" heard these phrases from clients, which is consistent with the view that, in general, they are future behaviors.
  - Two topics are already prevalent.

# Forecast of future client behaviors

✓ Subjective.

## Forecast

Walkate combined the current ESG-related client behaviors with the implications of the macro shifts to create this forecast of future behaviors.

## Discussion 2 London Business School 28 Sep 2022

1. How plausible is this forecast and what factors affect its likelihood?
2. What should asset managers do to prepare?

Category	#	ESG-related client behavior	Open or closed question?	Qualitative?	Objective or evidence-driven?
<b>6. Convince us you've got this</b>	6.7	<b>Public policy</b> – how are you tracking public policy signals that could drive investment risks and stranded assets, e.g. likelihood of carbon taxes for climate change?	Open	Yes	Yes
	6.8	<b>Government engagement</b> – where and how do you engage or collaborate with governments to ask for, or inform, effective public policy, e.g. carbon taxes?	Open	Yes	Yes
	6.9	<b>Net Zero</b> – we now know a lot about reliability of corporate net zero plans and effectiveness of carbon offsets, and also understand public policy to get us to 'Paris' is lacking. What does this mean for interpreting net zero commitments on which we base investment decisions?	Open	Yes	Yes
	6.10	<b>Decarbonization</b> – do you distinguish between decarbonization driven by change in investee company and change in holdings? What can we do to get not only our portfolio, but the <i>economy</i> Paris-aligned?	Open	Yes	Yes
	6.11	<b>Scope 3</b> – we would like to focus specifically on reducing our Scope 3 emissions. What are the ways to influence Scope 3 emissions and how can you support us in this?	Open	Yes	Yes
	6.12	<b>SFDR art 8</b> – how do the ESG characteristics that you promote lead to better investment or real-world outcomes?	Open	Yes	Yes
	6.13	<b>Active ownership</b> – how much 'classical' engagement are you doing: playing your role in corporate governance, holding management to account? Are investment and ESG functions integrated for this?	Open	Yes	Yes
	6.14	<b>Active ownership</b> – what role are you playing in collaborative engagements and how are they monitored to ensure they contribute to effective stewardship?	Open	Yes	Yes
	6.15	<b>Resources</b> – what resources do you have that can help us understand and achieve real-world change, e.g. active ownership, scenario analysis, blended finance, government relations?	Open	Yes	Yes
	<b>7. ESG as an investment capability</b>	7.7	<b>SDGs</b> – rather than selecting a small number of SDGs, can you tell us what investment capabilities you have that can be mobilized to work towards all SDGs?	Open	Yes
7.8		<b>Divestment / Exclusions</b> – what are your objectives in divesting, what are the trade-offs, impact on returns, impact in the real world?	Open	Yes	Yes
7.9		<b>Blended finance</b> – where and how do you contribute to blended finance initiatives, e.g. by contributing to public-private partnerships (PPPs) or working with development banks (MDBs/DFIs)?	Open	Yes	Yes
7.10		<b>SFDR art 9</b> – what is your theory of change about how your investments will have an 'impact'?	Open	Yes	Yes
7.11		<b>Impact-alignment vs. impact-generating</b> – what proportion of your impact assets are 'impact-aligned' vs. 'impact-generating'? How much is going to new technologies, emerging markets?	Closed	No	Yes

# In summary ESG-related client behaviors



## Breaking new ground

### Primary research

- Data gathered directly from observers.
- **Current ESG-related client behaviors** identified, categorized, and assessed.

### Future behaviors forecasted

- New 'Today / Tomorrow Framework' tested with behavioral data.
- Results imply a direction of travel for ESG.

**Peer review scrutiny** by all participating firms.

## Key findings

- Accomplish's research into ESG-related client behaviors shed light on the nature of clients' demand for ESG products and services and raises the potential for this to change.
- Firms will need skills and budget to serve the needs of greater volumes of experienced clients, and their product strategies may also need to evolve.
- This will present strategic opportunities and threats for asset management firms, and we encourage them to perform a SWOT analysis against page 10.

## Collaboration

- Accomplish.
- Harald Walkate, Senior Fellow at the University of Zurich, Center for Sustainable Finance.
- 41 asset management firms.

# Accomplish

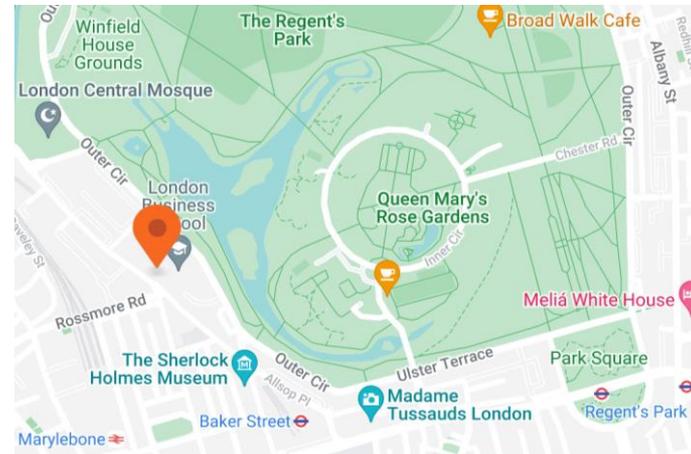
## ESG-related client behaviors – seminar

Hosted at  
London Business School

# Debate the implications

## Will it be an opportunity or threat for your firm if demand for ESG investments shifts?

- Learn about the current and future ESG-related client behaviors from **Harald Walkate** (Senior Fellow, University of Zurich CSP) and **Adam Grainger** (manages the asset management Behavioral Benchmark).
- Discuss their implications with representatives from 41 investment firms.
  - Facilitator – **Tom Gosling**, Executive Fellow, London Business School.
  - Panel
    - **Ashley Hamilton Claxton**, Head of Responsible Investment at Royal London Asset Management.
    - **Gabriëlle Krapels** (Ph.D), Head Fiduciary Management Responsible Investments, APG Asset Management.
    - **Jim Whittington**, Head of Responsible Investment, Dimensional Fund Advisors.
  - Chatham House Rules. No recording.
- **Contributing firms only.**
- There is **no charge** for this event.
- 14:00 – 16:00 (UK) **Wednesday 28 September** at London Business School, 72 Park Road, London, NW1 4SH, UK.
- **Drinks reception** - network afterwards with heads of ESG.



Register to join in-person or virtually

# Accomplish's 'Nurturing the Future' project

## Planting trees in your honour



- Since July 2021, at Accomplish, we have expressed our gratitude to those who have helped us by planting trees in their honour.
- This annual R&D project was important to us, so as a special thank you we have donated 1,000 trees to be planted across:
  - **The Netherlands** – for H Walkate and APG Asset Management.
  - **The UK** – for London Business School and Royal London Asset Management.
  - **The USA** – for Dimensional Fund Advisors.

**Thank you again to all contributors.  
We hope you will enjoy the benefit of these trees too.**

# Accomplish



## Appendix

Because  
actions speak  
louder than  
words

# Sources Walkate used to estimate stakeholders' current position and direction of travel

1. Can capital markets save the planet? KPMG / Create, October 2021.
2. Net Zero Going Beyond the Hype report (Amin Rajan / DWS), May 2022.
3. Assessing the State of the Voluntary Carbon Market in 2022.
4. Moral Money May 16, 2022: A new report from the consultancy and investment group. Carbon Direct gives a damning assessment of today's offset sector.
5. ESG Investor: Paper Explores Finance Sector Net Zero Impact on Real Economy.
6. How Can Net Zero Investing Best Drive Positive Impact in the Real Economy?
7. ESG Investor: Net Zero Road Transport Requires Finance Innovation May 10, 2022.
8. Powering the Drive to Net Zero – Unlocking Public and Private Capital for the UK Battery Sector.
9. LEAD on Climate.
10. The heat-pump fix – Bloomberg newsletter May 6, 2022, Gernot Wagner.
11. EDHEC-Risk Institute Working Paper Institutional Investors and Corporate Carbon Footprint: Global Evidence, November 2021.
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13. CofE board convenes pension schemes to support climate transition in EM, May 12, 2022.
14. Alex Edmans LinkedIn post May 12.
15. NBIM Shareholder Proposals on Sustainability.
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17. ESG Investor: New Tools, Data, Skills Needed for Sustainable Investment Revolution, May 18, 2022.
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19. Welcher Impact steckt in Artikel 9 Produkten? (What is the impact of Article 9 products?) Julia Hillmann, Eric Prüßner, Roland Kölsch, March 22, 2022.
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23. Five investment and finance takeaways from the latest IPCC report, Moral Money April 6, 2022.
24. The beginning of the end of ESG? Moral Money, April 8, 2022.
25. Let's Not Pretend Planting Trees Is a Permanent Climate Solution, NYT June 4, 2022.
26. <https://www.fca.org.uk/publication/correspondence/dear-chair-letter-authorised-esg-sustainable-investment-funds.pdf>
27. Has the backlash against financed emissions begun?
28. ESG and emerging markets: Doing more harm than good?

# Walkate's definitions of the terms used in the Parlor Game



---

<b>ESG Materiality</b>	The degree to which the data from data providers is material or investment-relevant to decision-making.
<b>Scenario Analysis</b>	The strategic planning / investment tool that is recommended by TCFD as effective climate-risk management tool but that has been largely overlooked even if most asset managers have some form of TCFD-aligned commitment and/or reporting.
<b>Public Policy Monitoring</b>	The monitoring of policy signals – e.g. the extent to which countries are living up to their Paris commitment – that will be the main driver of climate-related investment risks like stranded assets.
<b>Impact-Alignment vs Impact-Generating</b>	The distinction points to the fact that many ‘impact investments’ / Article 9 funds are simply investments in impactful companies, but do not enable or generate the impact.
<b>Government Engagement</b>	Engaging with governments to advocate for public policy / regulatory measures that are needed to address ESG and SDG issues; e.g. need a carbon tax to tackle climate change.
<b>Enlightened Active Ownership</b>	An integrated approach to engagement by ESG and fund management functions that focuses on quality as compared to what could be called a ‘engagement numbers game’ where asset managers count the number of collaborative initiatives and/or letters they’ve sent to management, or proxy votes cast – focus on quantity.
<b>Divestment Effectiveness Assessment</b>	If divestment is part of your toolbox: assessing the real-world impact as well as positive / negative financial return impact of divestments.
<b>Net Zero Audit</b>	An assessment of how credible an asset manager’s net zero-related claims and achievements are, e.g. determine if decarbonization of portfolios has also led to decarbonization of the economy, or determine how effective the carbon offsets are if asset managers use them to get to “zero”.
<b>Blended Finance</b>	Where governments ‘mobilize’ private sector / institutional investments, for example by providing guarantees or taking the first loss on projects, thereby making otherwise ‘uninvestable’ projects investable.

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