



S&P Global Corporate Sustainability Assessment (CSA) 2021

S&P Global



Agenda

S&P Global CSA Webinar - Tuesday 30 March, 2021

Time	Description	Speaker
4:00pm	Welcome & Agenda	Giri Tenneti, ASX
4:05pm	S&P Global and the CSA	Robert Dornau, S&P Global
4:40pm	Insights from Australian participants	Monica Dasgupta, QBE Robert Dornau, S&P Global
4:50pm	Q&A	Monica Dasgupta, QBE Robert Dornau, S&P Global
5:12pm	Thank you & final comments	Giri Tenneti, ASX
5:15pm	Finish	

S&P Global CSA 2021

Discover the Value and
impact of the CSA

In collaboration with the Australian Securities Exchange (ASX)

Robert Dornau
Head of Corporate Engagement
S&P Global

March 2021

S&P Global



Content

- 1 Introducing S&P Global and our ESG offering**
- 2 The Corporate Sustainability Assessment (CSA)**
- 3 CSA 2020 Results: Australia**
- 4 Tips for a successful CSA participation**

1

Introducing S&P Global and our ESG offering

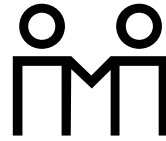
S&P Global & SAM



In January 2020, S&P Global acquired the ESG Ratings and Benchmarking business from RobecoSAM, which includes the **Corporate Sustainability Assessment (CSA)**.



Positions S&P Global as the **premier resource for ESG data, ratings, benchmarks and insights** globally; leading to enhanced product offerings and innovations across all our divisions.



S&P Global and RobecoSAM have had a long-standing, successful partnership of over 20 years; in 1999, RobecoSAM and S&P Dow Jones Indices collaborated to launch the **Dow Jones Sustainability Index**



The **CSA now forms the foundation of company ESG disclosure** to S&P Global for financially material ESG factors and underpins the ESG research across our different divisions (S&P Global Ratings, S&P Dow Jones Indices and S&P Market Intelligence).

Extensive S&P Global **ESG Solutions**

ESG Solutions



S&P Global Ratings

Fixed Income, Equity, Any Entity

- Corporate-Level Analysis e.g. ESG Evaluations
- External Reviews & Opinions e.g. Framework Alignment Opinions and Transaction Evaluations
- ESG in Credit Ratings
- Infrastructure research
- Energy research

Market Intelligence

Corporates, Equity, Fixed Income

- S&P Global ESG Scores
- Environmental and Climate Analytics
- Trucost climate transition and physical risk data
- Trucost portfolio analytics
- Trucost value chain analytics
- Trucost TCFD reporting
- Trucost EU Taxonomy Revenue Share dataset
- Credit risk analysis

S&P Dow Jones Indices

Equity & Fixed Income Passive

- ESG indices Core ESG, Climate, Thematic, Fixed Income
- ESG exclusions and controversies monitoring
- Customized research and benchmarks

Platts

Corporates

- Energy Transition Prices, News & Analytics
- Long Term and 2° Scenario Planning Outlooks
- Energy Transition technology & policy analytics
- Renewable and clean energy commodity price assessments
- Energy transition and commodity news

2

The Corporate Sustainability Assessment (CSA)

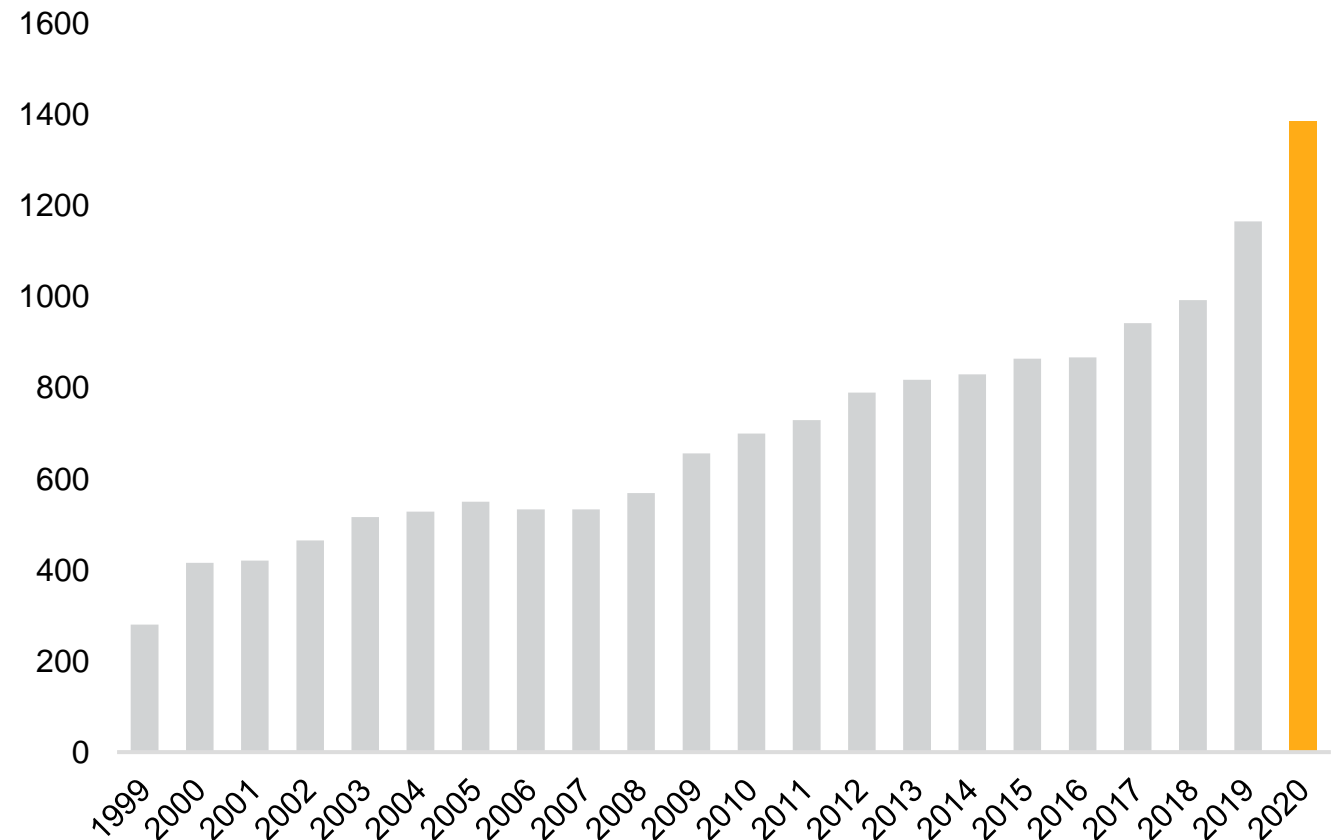
What is the CSA and Who Fills it Out?

An annual evaluation of the world's largest companies.

1400 companies completing the 2020 CSA represent a third of global market capitalization.

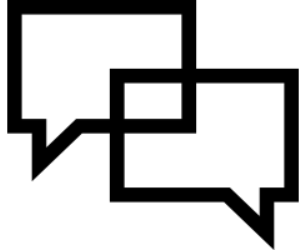
- Not just a questionnaire but a **reference tool**
 - to gauge the financial materiality of company sustainability performance from an investor perspective
 - To prepare for upcoming sustainability trends
- **61 Industry specific approaches** to assess performance in the **economic, social and environmental dimensions**
- **Proactive and reactive** – methodology adapted yearly to reflect recent trends in corporate sustainability management and capture future opportunities
- **Considers public & private data**
- **Third party audited process**

Record increase in companies actively participating in the CSA



Source: SAM CSA, Market capitalization as share of S&P Global Broad market Index as on 9 Nov 2020.

What Companies Are Telling Us About Their Use of the CSA



“ The CSA helps us to **reduce sustainability risks** for the company and **realize opportunities**.

“ We value the **external/internal recognition** for our sustainability performance.

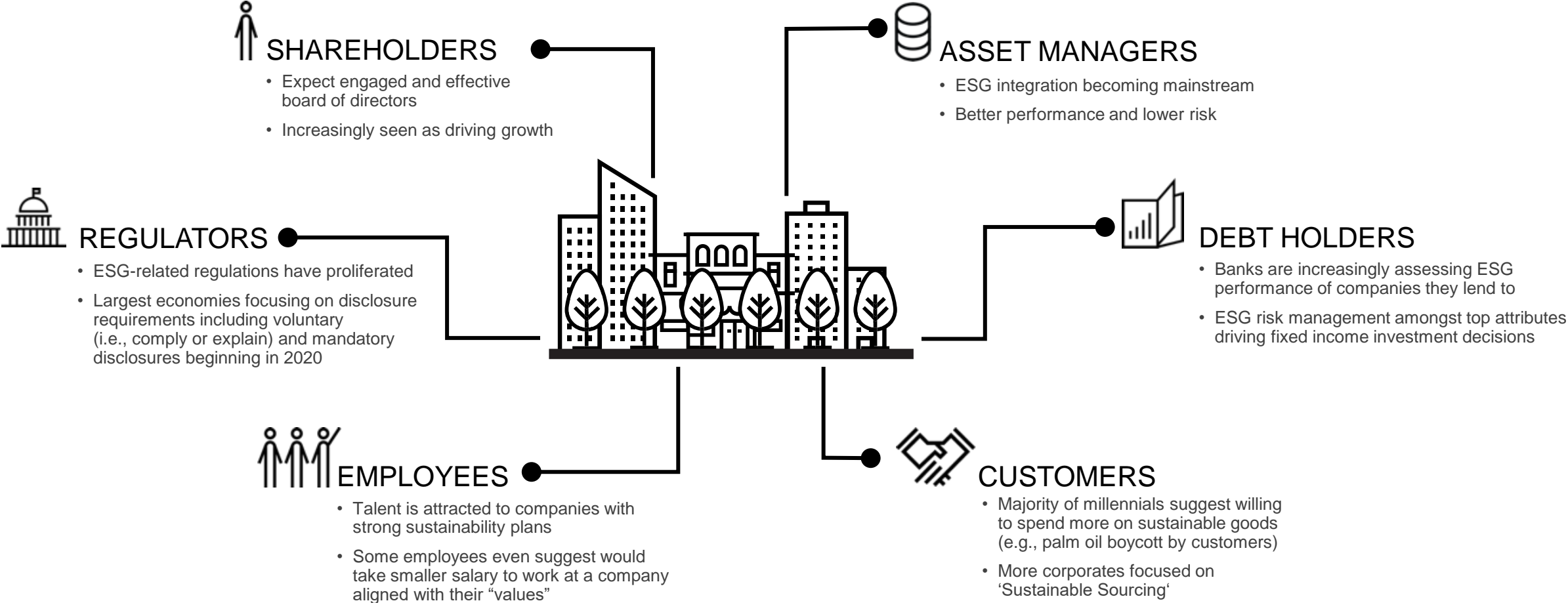
“ We use the CSA to develop and implement a successful and **sustainable business strategy**.

“ We use the CSA to **communicate with sustainability focused investors** in a convincing and credible way.

“ The CSA participation **embeds sustainability thinking** in the corporate DNA (networks).

Summary of feedback received by existing CSA participants

ESG as Risk Mitigator and Value Driver for All Stakeholders



**The S&P Global
Corporate Sustainability
Assessment (CSA)
assesses ESG factors
expected to have an
impact on a company's
growth, profitability,
capital efficiency and risk
exposure.**

Financial Materiality Framework

The CSA definition of materiality of sustainability

We define Materiality as:

“ Any factor which might have a present or future impact on companies' value drivers, competitive position, and thus on long-term shareholder value creation ”

Key Question

How do different forms of capital impact financial performance?

Forms of capital

- Intellectual capital
- Customer capital
- Manufactured capital
- Human capital
- Environmental capital
- Social capital
- Financial capital & business model

Impact on financials

- Growth (Revenue)
- Profitability (Costs)
- Capital Efficiency
- Risk profile

Source: S&P Global

The CSA: From Data to Score

General criteria include

Governance & Economic dimension

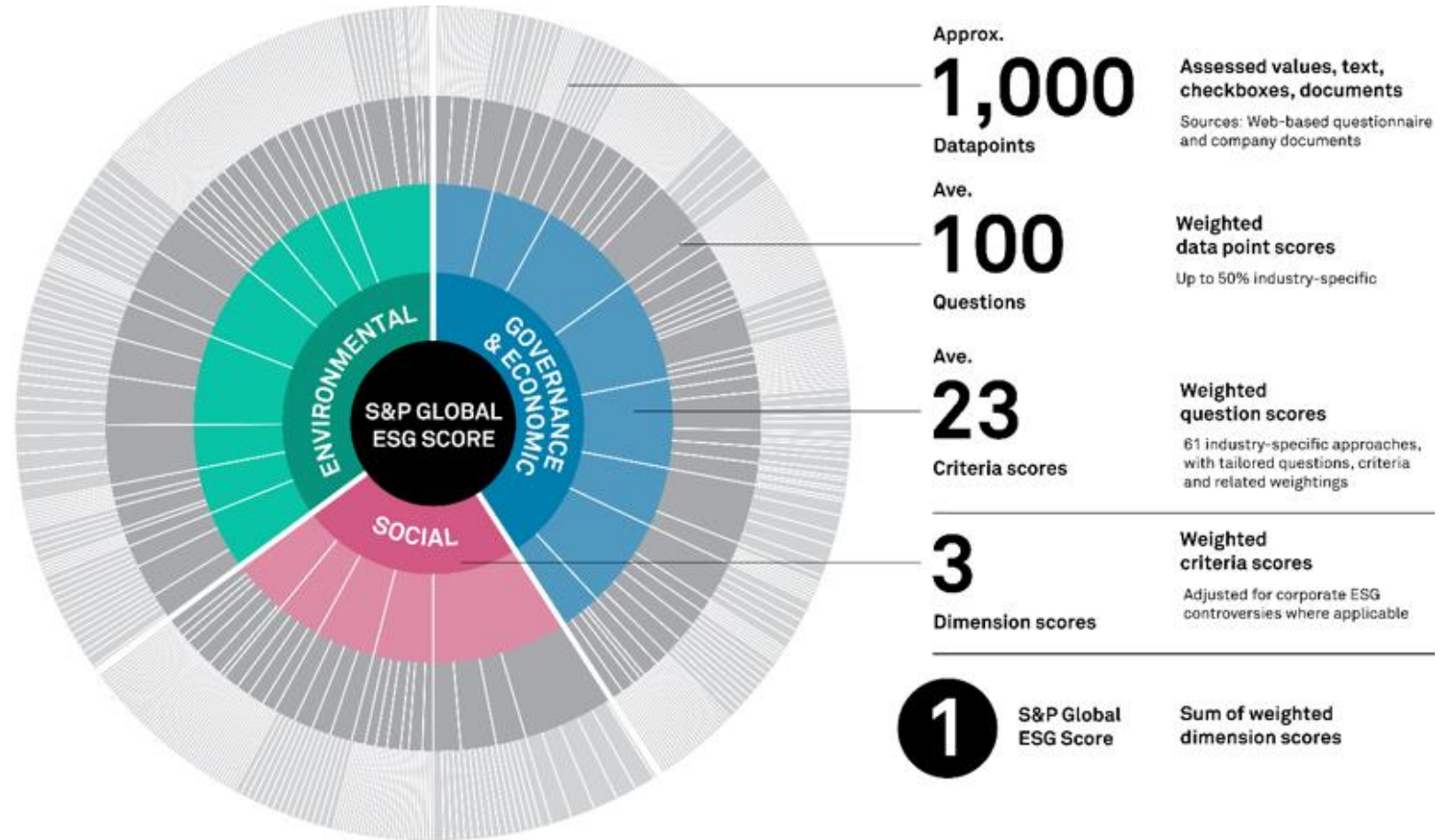
- Corporate governance
- Codes of Business Conduct
- Risk and Crisis Management

Environmental dimension

- Environmental reporting
- Operational Eco-Efficiency
- Climate Strategy

Social dimension


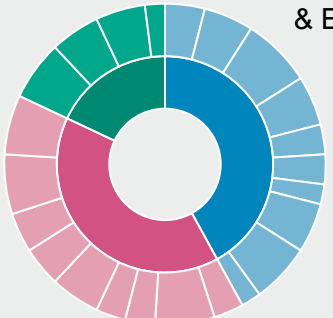
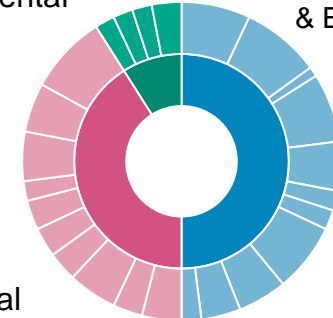
- Human Rights
- Human Capital Development
- Corporate Citizenship & Philanthropy



300 Of the 1000 datapoints collected are non-confidential. 700 datapoints are collected based on information that is not required to be public.

61 Industry Specific Approaches

differing by focus area and weight matrices

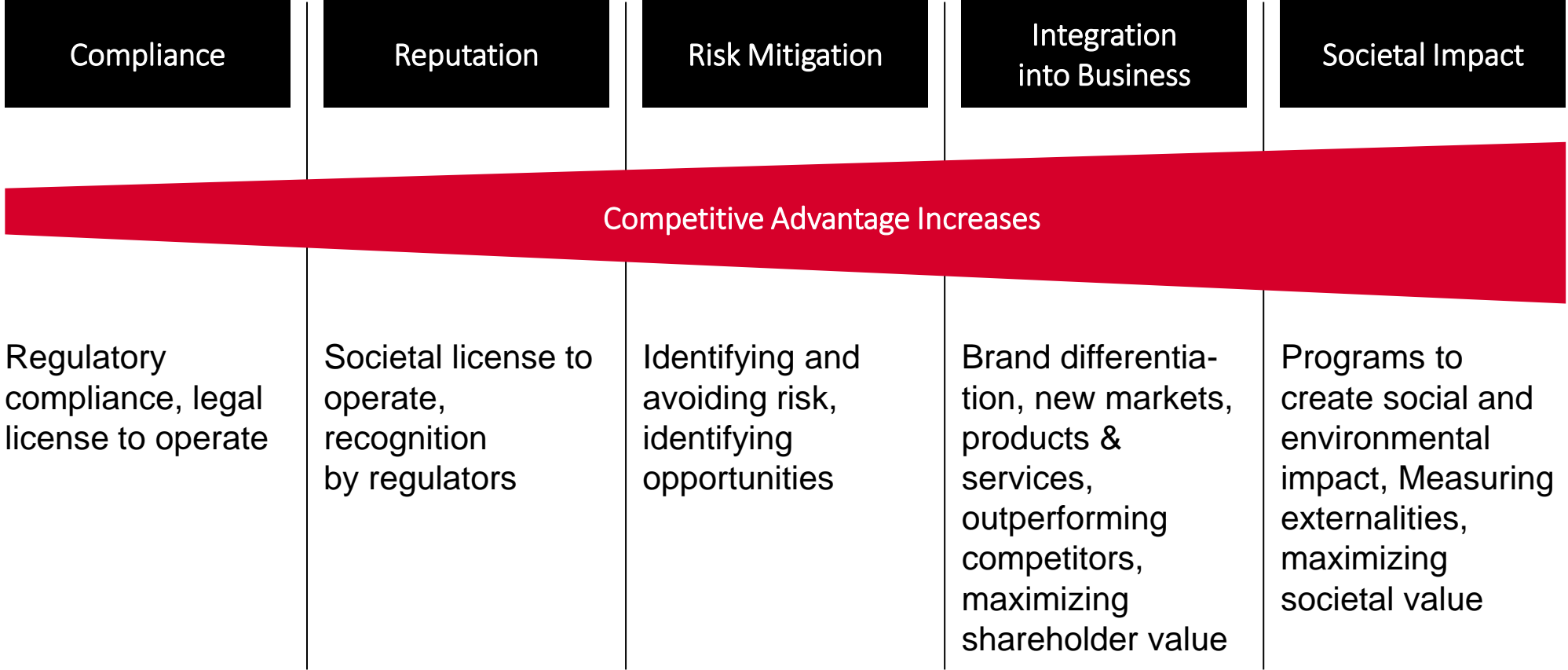
Mining & minerals	Restaurants	Pharmaceuticals
		
<ul style="list-style-type: none"> • Payment transparency 	<ul style="list-style-type: none"> • Brand Management • Customer Relationship Management 	<ul style="list-style-type: none"> • Innovation management • Product Quality & Recall mgmt
<ul style="list-style-type: none"> • Mineral waste management • Water related risks • Biodiversity 	<ul style="list-style-type: none"> • Raw Material Sourcing 	<ul style="list-style-type: none"> • Addressing cost burden • Access to drugs • Health outcome contributions

Industry specific criteria examples applied to a single or subset of industries

Source: SAM. For illustrative purposes.

Evolution of sustainability integration

The CSA benchmarks your progress at each step of your sustainability journey



Source: Adapted from Holcim Group Support, 2012

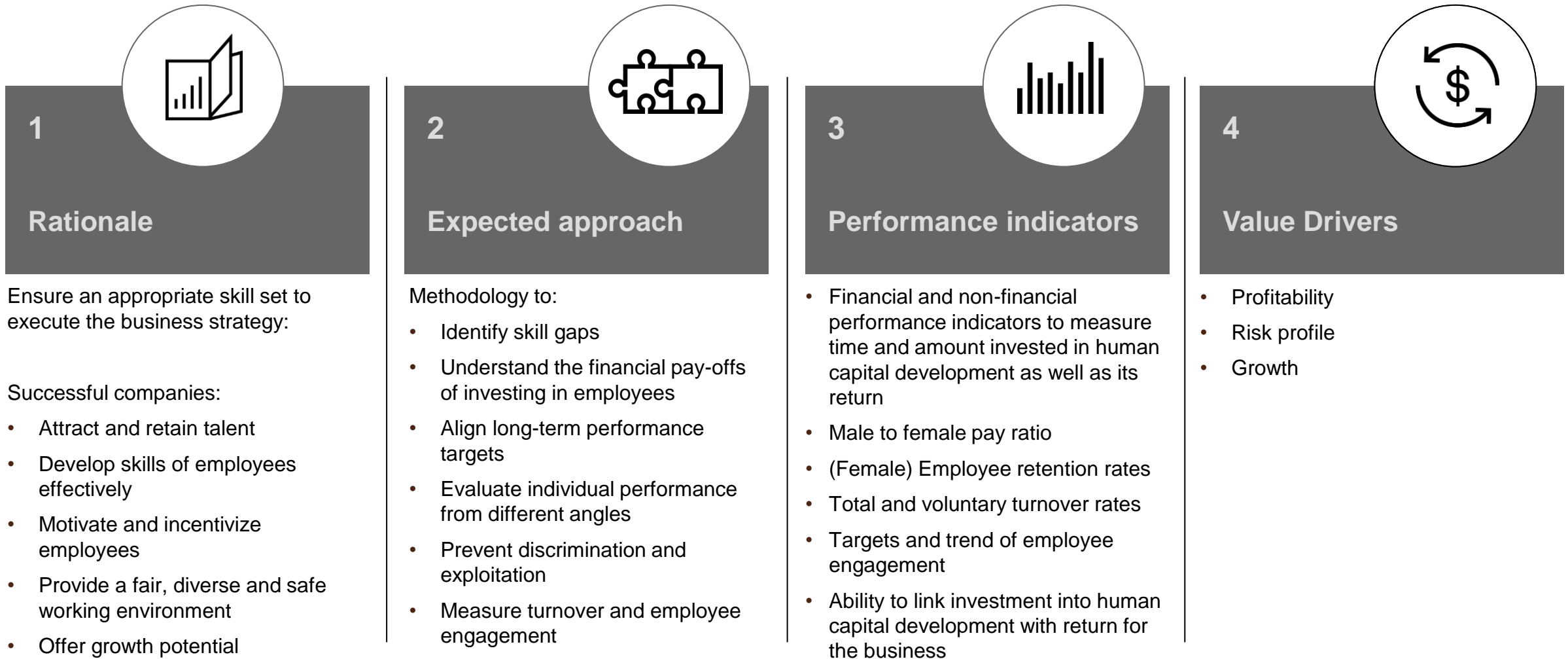
CSA Captures Emerging and **Underreported Trends**

The CSA introduced topics before they were the focus of mainstream ESG investors, most recently plastic waste, living wage, sustainable finance and more.

<p>Human capital development</p> <p>Human Capital Management Coalition, established 2017, 25 asset owners, \$2.8tn in assets*</p>		<p>Tax transparency</p> <p>UNPRI investor guide 2018: evaluating and engaging on corporate tax strategy***</p>	
<p>2002</p>	<p>2013</p>	<p>2014</p>	<p>2017</p>
<p>Human rights</p> <p>Top ESG criterion for Money Managers in 2018 representing USD 2.2tn**</p>	<p>Climate strategy</p> <p>Task Force on Climate-related Financial Disclosures (TCFD) recommendations 2017, 100+ C-level supporters, company, financial institutions, exchanges, raters index provider</p>		<p>Policy influence</p> <p>Top shareholder concern in 2018, filing by 74 institutional investors at 50 US companies****</p>

Sources: **Human Capital Management Coalition” UAW Trust, 2020, uawtrust.org/hmrc, ** US/SIF “The Forum for Sustainable and Responsible Investment”, 2019, www.ussif.org, *** Principles for Responsible Investment RRI, 2020 www.unpri.org, ****Corporate Governance “Corporate Governance”, 2020, www.corpgov.net: SAM, part of S&P Global. For illustrative purposes only.

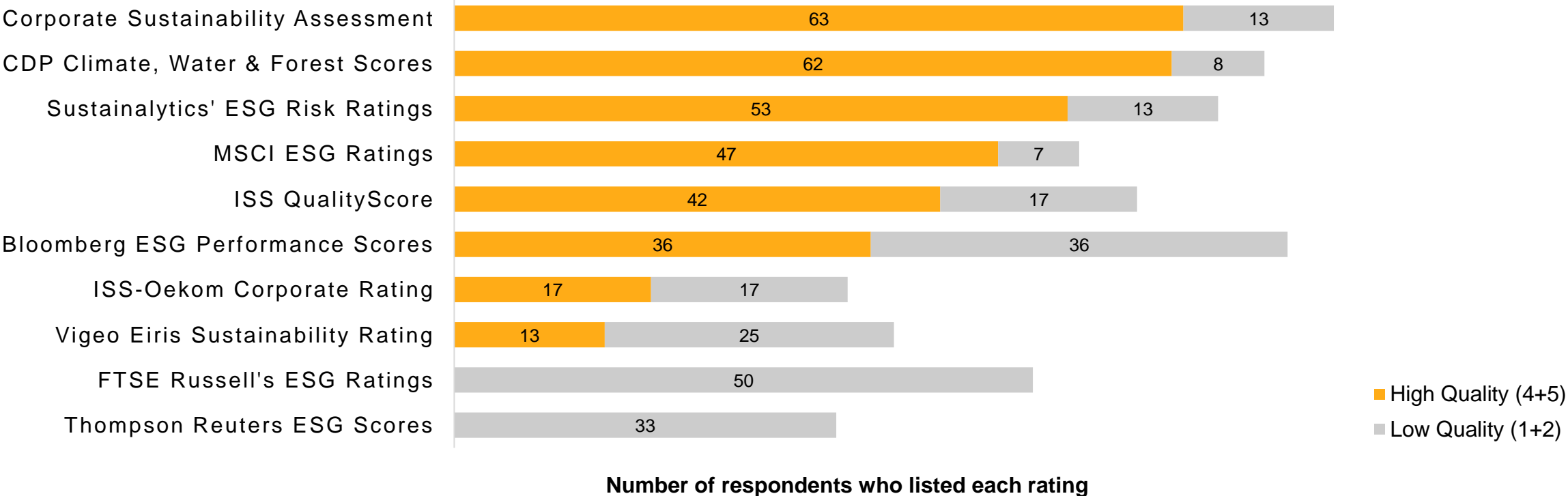
Human Resource Management as a Driver of Value Generation



Source: CSA

Rate the Raters 2020: Investor Survey & Interview Results

Question: **Which ESG ratings do you consider to be of the highest quality? (i.e excellence, robustness and accuracy of evaluation)**



Source: **Wong, Christina, et al. Rate the Raters 2020: Investor Survey & Interview Results. SustainAbility, an ERM Group company, 2020

Fully Integrated in the S&P Global Market Intelligence Platforms

S&P Global Market Intelligence Search S&P Global Market Intelligence (CTRL+SHIFT+F) Saved Items Robert Dornau

Apps News Dashboard Research Screener Companies Markets & Deals Industries Geographies **ESG** S&P Global Labs

ESG Home

ESG Insider

Podcast: Investors pressure meat industry on risky practices, emissions
 In the latest episode of the ESG Insider podcast, we talk with the head of a big activist group about how the COVID-19 pandemic has exposed frailties in the meat industry's supply chains, production processes and associated greenhouse gas emissions.
 Tuesday, November 24, 2020

How a historically white male sector is grappling with diversity
 In this week's environmental, social and governance newsletter, we bring you a special series about diversity in the insurance industry, plus stories about a bank startup focused on climate and Jeff Bezos' climate fund.
 Wednesday, November 18, 2020

Biden climate plans could face uphill battle in divided Congress
 This week's newsletter also features the most recent U.S. EPA data on greenhouse gas emissions from power plants and petroleum and natural gas systems, as well as the downward trend in the number of ESG-committed private equity funds worldwide.
 Wednesday, November 11, 2020

ESG News

Singapore central bank launches green, sustainability-linked loan grant scheme
 The grant will support banks in developing green and sustainability-linked loan frameworks to make such financing more accessible to small and midsize enterprises.
 5 hours ago

CPS CEO: Spruce coal-fired unit has too much debt to accelerate retirement
 Unit 2 of CPS Energy's J.K. Spruce coal-fired power plant still holds \$1 billion in debt, CEO Paula Gold-Williams said during a recent virtual event.
 10 hours ago

Trudeau's carbon neutrality plan for Canada comes with many 'unknowns'
 Canada's plan to be carbon neutral by 2050 underscores regulatory uncertainty over what may be required of industry as long-life projects go through the permitting process.
 13 hours ago

US mine agency finalizes rule restricting ability to enforce laws, regulations
 The U.S. Office of Surface Mining Reclamation and Enforcement finalized a rule Nov. 24 curbing its authority to issue so-called 10-day notices to state regulators warning them about potential violations of federal mining laws and regulations.
 14 hours ago

Va. electric utilities outline plans to comply with Clean Economy Act
 The Virginia State Corporation Commission is reviewing plans filed by Appalachian Power and Virginia Electric and Power Co. to comply with the renewable portfolio provisions of the Clean Economy Act.
 18 hours ago

ESG Research

Understanding Climate Risk at the Asset Level: The Interplay of Transition and Physical Risks
 11/25/2019

Carbon Scorecard 2019
 9/10/2019

The Socioeconomic and Environmental Impact of Large-Scale Diamond Mining
 5/2/2019

Best Practices in Corporate Climate Disclosure: How the leaders are leading
 3/25/2019

TCFD Scenario Analysis: Integrating future carbon price risk
 3/1/2019

The State of Green Business 2019
 2/7/2019

Connecting the Dots: Energy Transition Scenarios and Credit Quality
 2/1/2019

Are Companies Realizing the Business Rewards of Sustainability?
 12/3/2018

How Can Banks Apply a Quantitative Lens on Climate Risk Exposure?
 12/3/2018

Discovering Business Value in the United Nations Sustainable Development Goals (SDGs)
 11/5/2018

S&P Global Ratings ESG Research Powered by RatingsDirect

ESG Evaluations Research

HEADLINE	AUTHOR(S)	DATE
Environmental, Social, And Governance Evaluation: Southwire Co. LLC	La Grange, Cody M	08/06/2020
Environmental, Social, And Governance Evaluation: MasMovil Ibercom S.A.	GARIN, Pierre	08/04/2020

ESG Top Performers by GICS Sector

GICS Sector: Communication Services

	S&P GLOBAL ESG SCORE (ACTUAL)
KPN NV	90
True Corporation	90
Taiwan Mobile Co., Ltd.	89
Sector Average	18

Methodology Year: 2019 More

Average GHG Emissions by GICS Sector

GICS SECTOR	COMPANIES COVERED	AVERAGE GHG SCOPE 1 INTENSITY (TCO2E/\$M)	AVERAGE GHG SCOPE 1 DISCLOSURE (%)
Communication Services	777	5.45	71.91
Consumer Discretionary	2,144	32.18	63.78
Consumer Staples	982	54.80	74.27
Energy	626	492.63	86.24
Financials	1,831	14.06	61.23
Health Care	1,363	10.94	66.75
Industrials	2,724	169.18	63.87
Information Technology	1,956	21.08	66.46
Materials	1,459	1,028.92	70.55
Real Estate	1,109	29.09	38.24
Utilities	475	2,712.77	90.74

More

Real Estate ESG Data

GRESB Scores Green Property Certifications Summary

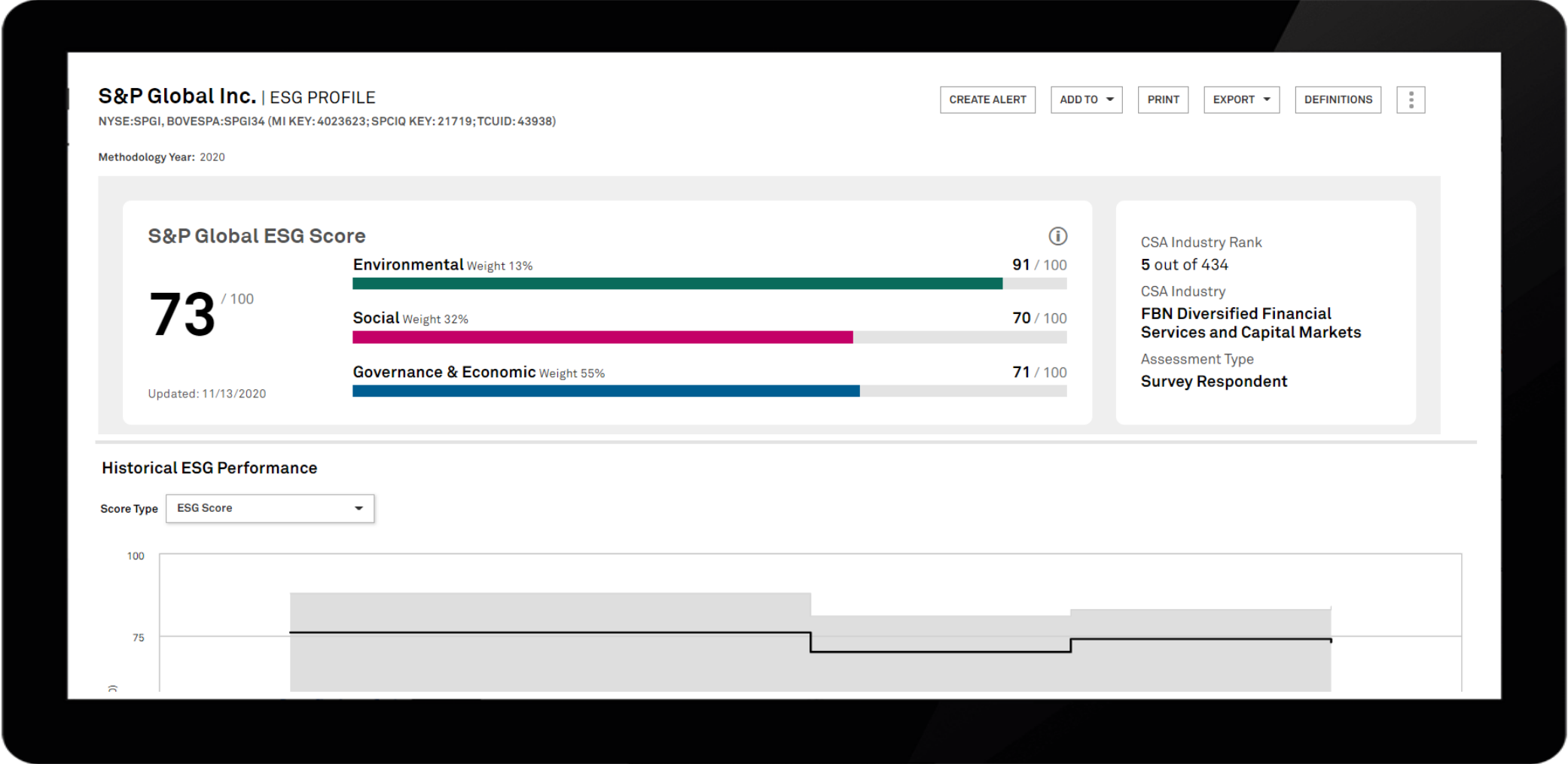
Industry Average Scores

GRESB Industry Average Score	72.0
GRESB Performance Average Score	69.0
GRESB Management Average Score	80.0

Top 3 Companies by GRESB Score

Kilroy Realty	96.2
---------------	------

Including Multi-year Trend Analysis and industry ranking



Insight Down to the Question Level

91 Environmental Weight 13%

CRITERIA	SCORE	DATA AVAILABILITY	DATA-POINTS SHARED?	YEAR-ON-YEAR CHANGE	CSA INDUSTRY AVERAGE SCORE	CSA INDUSTRY HIGHEST SCORE	CSA INDUSTRY RANK	WEIGHT (%) ↓
Climate Strategy ⓘ	95	-	-	2	9	97	2 / 434	7
Climate-Related Targets ⓘ	80	-	No	0	10	100	18 / 434	20
Financial Opportunities Arising from Climate Change ⓘ	100	-	No	0	8	100	1 / 432	11
Financial Risks of Climate Change ⓘ	-	Not applicable	No	-	6	100	-	11
Climate Change Strategy ⓘ	100	-	No	0	16	100	1 / 434	10
Internal Carbon Pricing ⓘ	-	Not applicable	No	-	3	100	-	10
Low-Carbon Products ⓘ	100	-	No	0	8	100	1 / 433	10
Management Incentives ⓘ	100	-	No	0	8	100	1 / 434	10
Scope 3 GHG Emissions ⓘ	100	-	No	0	14	100	1 / 434	7
Climate Strategy Impacts ⓘ	100	-	No	25	10	100	1 / 434	6
Scenario Analysis ⓘ	100	-	No	0	7	100	1 / 434	5
Environmental Reporting ⓘ	100	-	-	0	19	100	1 / 434	3
Operational Eco-Efficiency ⓘ	73	-	-	2	13	99	14 / 434	3

70 Social Weight 32%

CRITERIA	SCORE	DATA AVAILABILITY	DATA-POINTS SHARED?	YEAR-ON-YEAR CHANGE	CSA INDUSTRY AVERAGE SCORE	CSA INDUSTRY HIGHEST SCORE	CSA INDUSTRY RANK	WEIGHT (%) ↓
Human Capital Development ⓘ	74	-	-	0	17	98	7 / 414	6
Talent Attraction & Retention ⓘ	73	-	-	(7)	8	96	6 / 415	6
Financial Inclusion ⓘ	82	-	-	0	7	100	8 / 411	4
Labor Practice Indicators ⓘ	75	-	-	(9)	15	84	5 / 375	4
Corporate Citizenship and Philanthropy ⓘ	95	-	-	10	17	96	3 / 434	3
Human Rights ⓘ	28	-	-	0	5	95	20 / 434	3

S&P Global ESG Scores accessible by all stakeholders

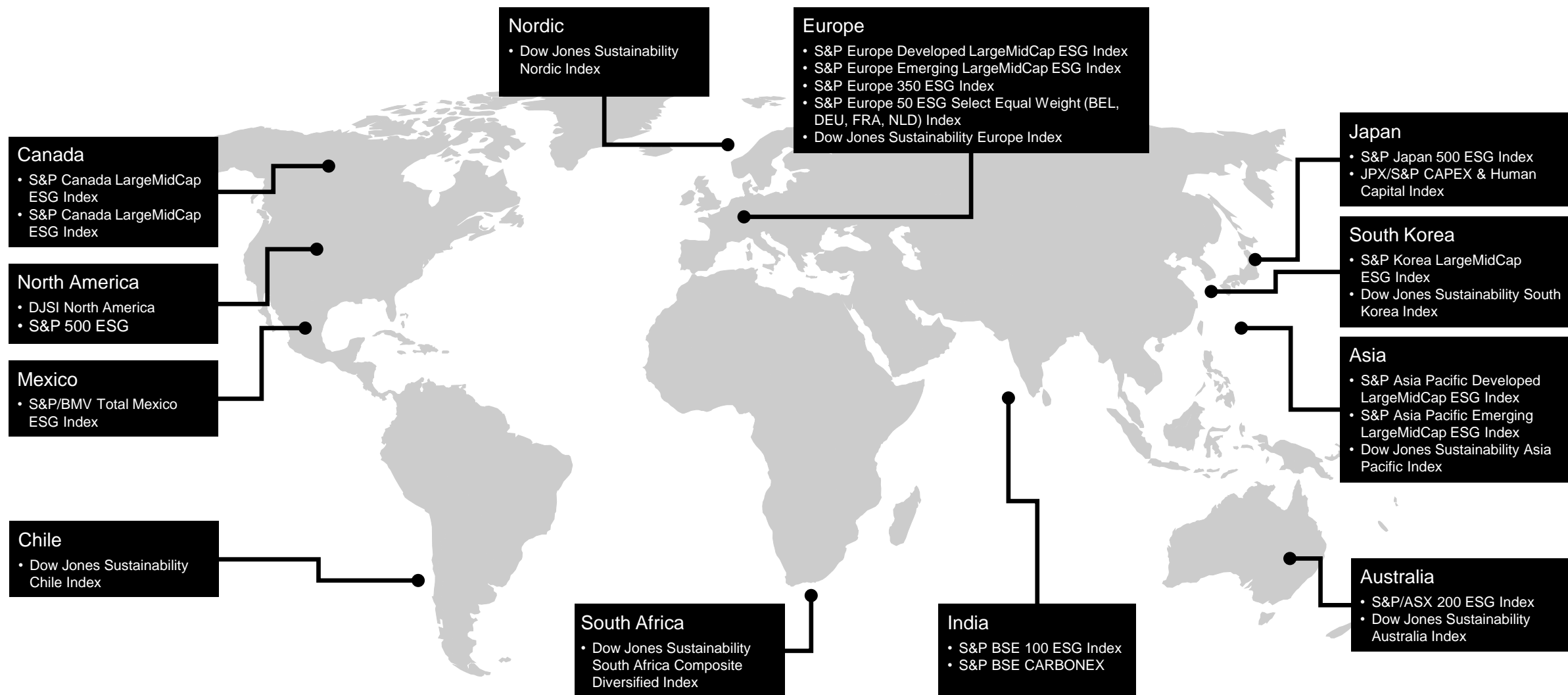
Capital Markets participants

- **S&P Global Market Intelligence Platforms**. ESG Scores down to question level, as data feed or integrated into portfolio analysis together with up to 200 financial and non-financial indicators per company
- **S&P Global Dow Jones Indices**, for the growing number of index-based ESG investments. CSA based scores power the iconic Dow Jones Sustainability Indices (DJSI) and the new S&P ESG Index family including the S&P 500 ESG and S&P Global 1200 ESG.
- **Bloomberg platform**. CSA percentile ranks accessible since 2016.

Other stakeholders

- **S&P Global ESG Scores website**, publicly available scores at total and dimension level, plus the nine most material ESG criteria data in each industry, peer comparisons and historical changes, serving a wide range of financial and non-financial stakeholders ranging from customers and (future) employees, to academia and NGOs, interested in the sustainability performance of companies,.

Additional Indices Using the CSA Data



S&P Global ESG Scores website – public transparency

Sample Company

TICKER: Industry: FBN Diversified Financial Services and Capital Markets

ESG Score

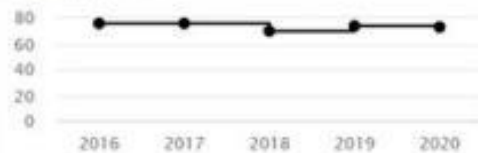
73

Distribution of Scores in Industry
Company Rank: 5 of 434



Last Updated: February 07, 2021 . Updated annually or in response to major developments

5 Year History
Y/Y Change: -0.48



For illustrative purposes only. As of 11 Feb. 2021. Source: spglobal.com/esg

Dimension Scores

■ S&P Global Inc. ■ Industry Best ■ Industry Mean

Environmental

S&P Global Inc. 91 | Industry Mean 17 | Industry Best 99 | Rank in Industry 3 of 434

Social

S&P Global Inc. 70 | Industry Mean 15 | Industry Best 97 | Rank in Industry 10 of 436

Governance & Economic

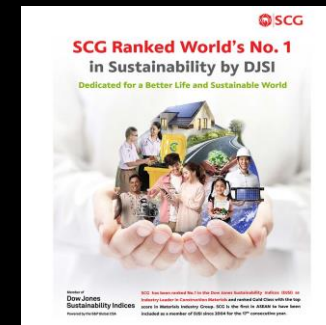
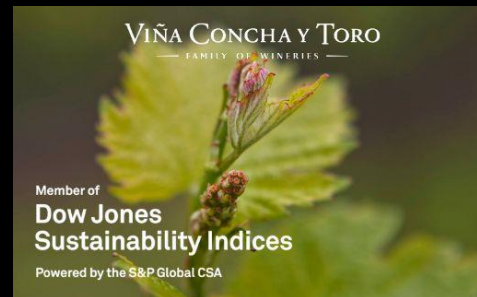
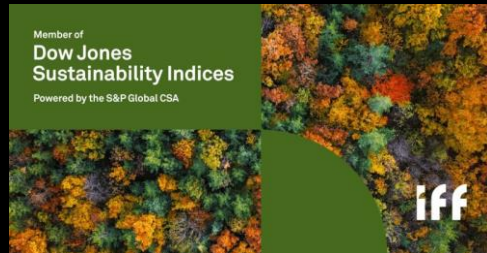
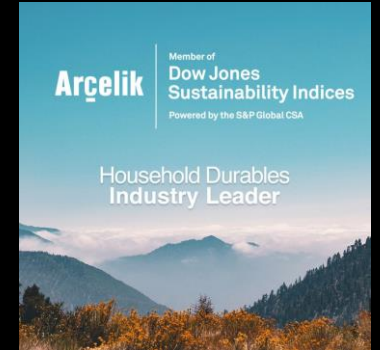
S&P Global Inc. 71 | Industry Mean 21 | Industry Best 77 | Rank in Industry 5 of 434



The scores websites was accessed over 120'000 times Since launch on Feb 8, 2021.

<https://www.spglobal.com/esg/scores/>

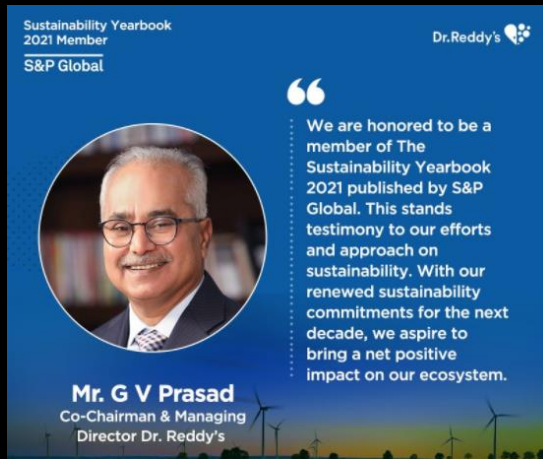
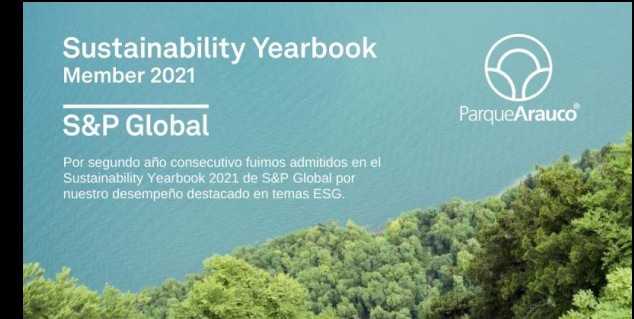
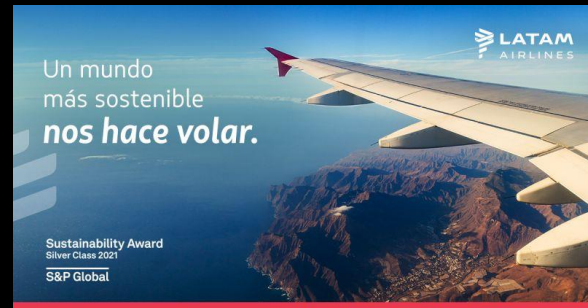
Dow Jones Sustainability Indices Member Emblem



Sourc: Examples of company posts on LinkedIn following launch of The Sustainability Yearbook 2021

The Sustainability Yearbook Distinctions

Gold-, Silver-, and Bronze-Class awards as well as Industry Mover & Yearbook Member distinctions



Sourc: Examples of company posts on LinkedIn following launch of The Sustainability Yearbook 2021

How does the CSA process work?



Universe of DJSI invited companies

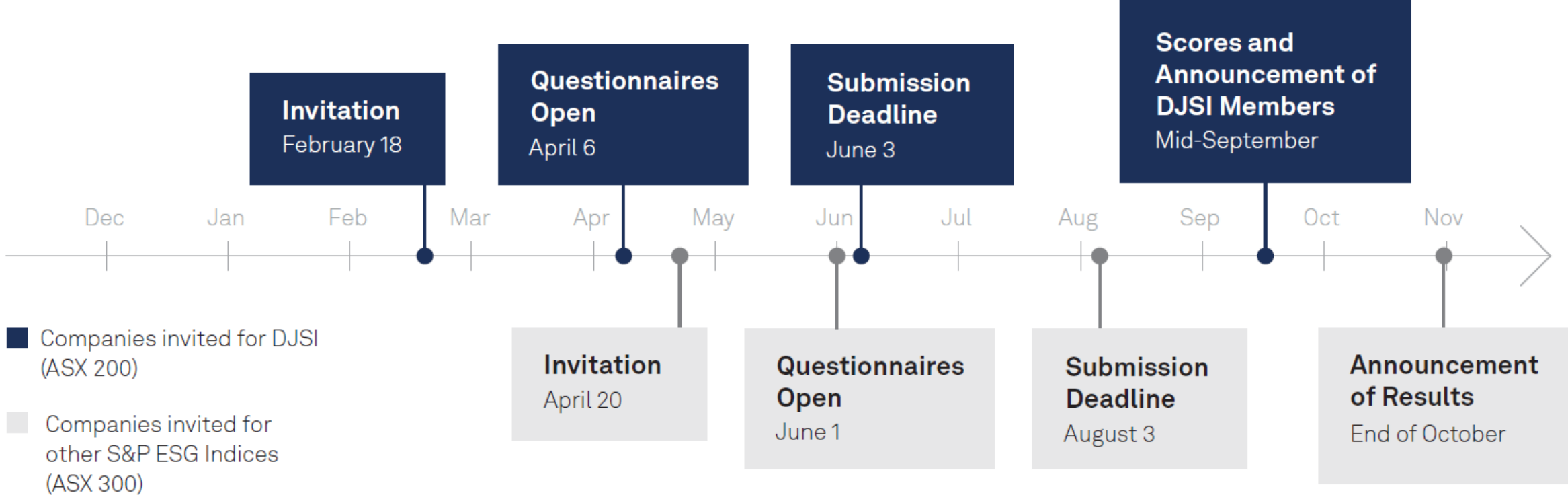
Dow Jones Sustainability Indices represent the historic invitation universe.
This year over 5000 companies will be invited covering different S&P indices.

	DJSI World	DJSI Europe	DJSI North America	DJSI Asia/Pacific	DJSI Emerging Markets	DJSI MILA	DJSI Australia
Pool	2,500 largest companies of the S&P Global Broad Market Index	600 largest European companies	600 largest North American companies	600 largest companies from Asia/Pacific	800 largest companies from Emerging Markets	All companies of the S&P MILA Pacific Alliance Composite	Entire S&P ASX 200
Selection criteria	Top 10% (buffer 15%) in terms of Sustainability in each industry	Top 20% (buffer 30%) in terms of Sustainability in each industry	Top 20% (buffer 30%) in terms of Sustainability in each industry	Top 20% (buffer 30%) in terms of Sustainability in each industry	Top 10% (buffer 15%) in terms of Sustainability in each industry	Top 40% (buffer 45%) in terms of Sustainability in GICS Industry Group and limited by 30% of the Invited Universe in each GICS Industry Group	Top 30% (buffer 45%) in terms of Sustainability in each industry
Result	323 Components 59 CSA Industries 30 Countries	149 Components 55 CSA Industries 15 Countries	142 Components 49 CSA Industries 2 Countries	156 Components 49 CSA Industries 6 Countries	100 Components 45 CSA Industries 13 countries	62 Components 28 CSA Industries 4 countries	45 Components 16 CSA Industries 1 Country

Source: <https://www.spglobal.com/esg/csa/indices/djsi-index-family>

More than 5000 companies invited for the CSA 2021

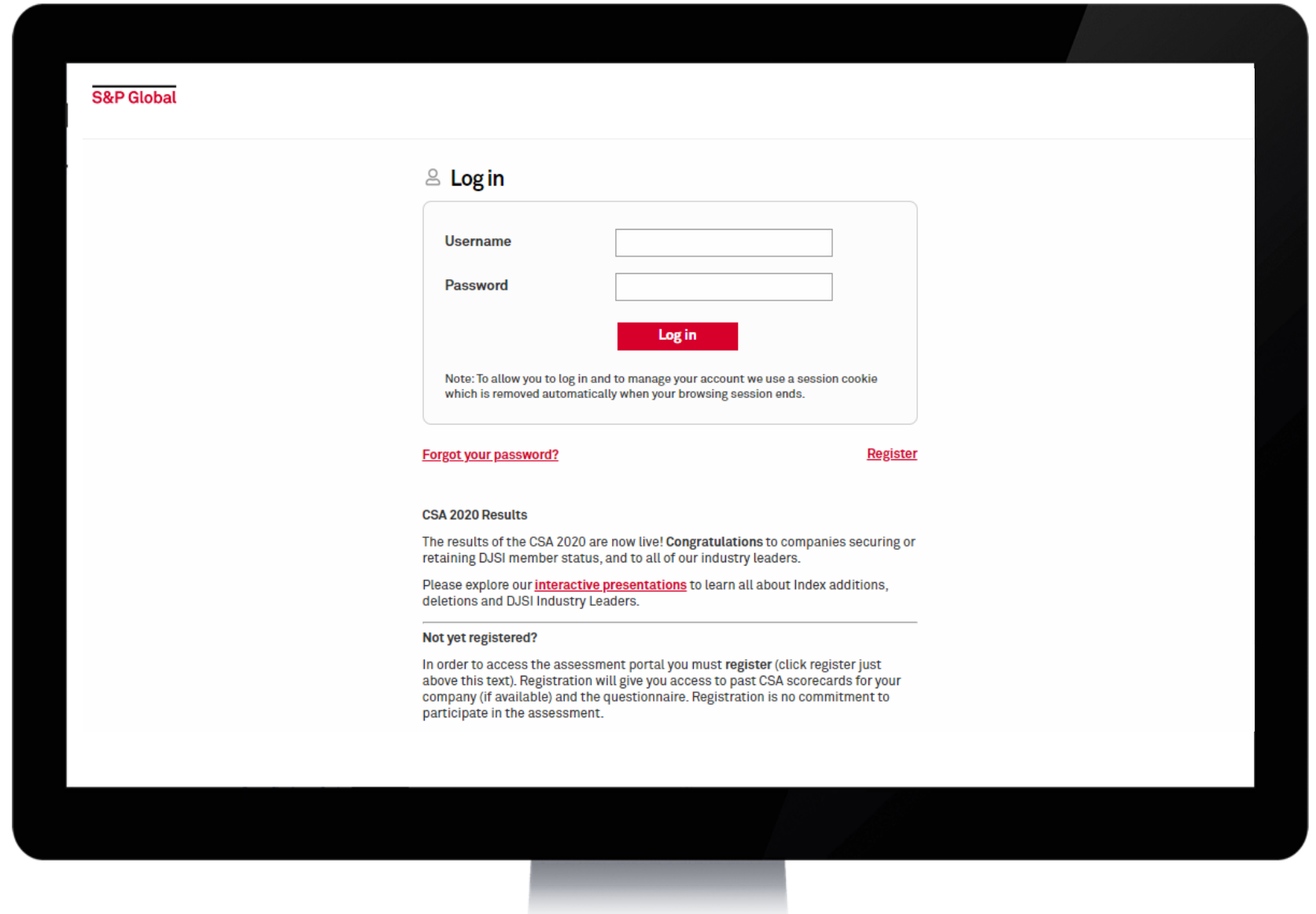
Timeline for Australian companies



To access the **full invitation list**: www.spglobal.com/esg/csa/csa-2021

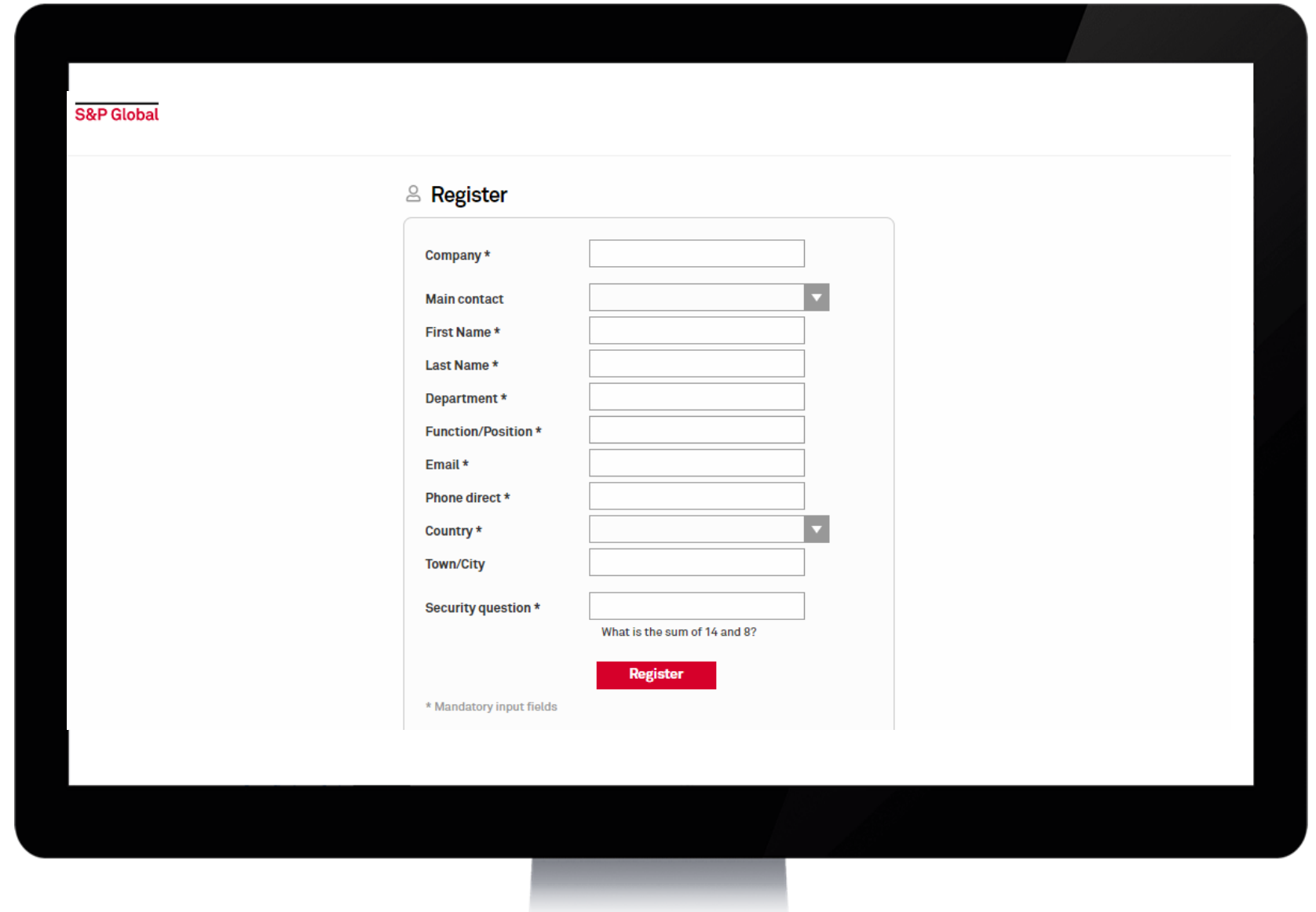
CSA Portal — <https://portal.csa.spglobal.com/survey/>

- Secure online platform
- Managed by S&P Global
- Privacy protection



CSA Portal — Registration

- Pick company name from drop down
- Use corporate email address
- Confirmation within one business day
- Contact us in case of problems



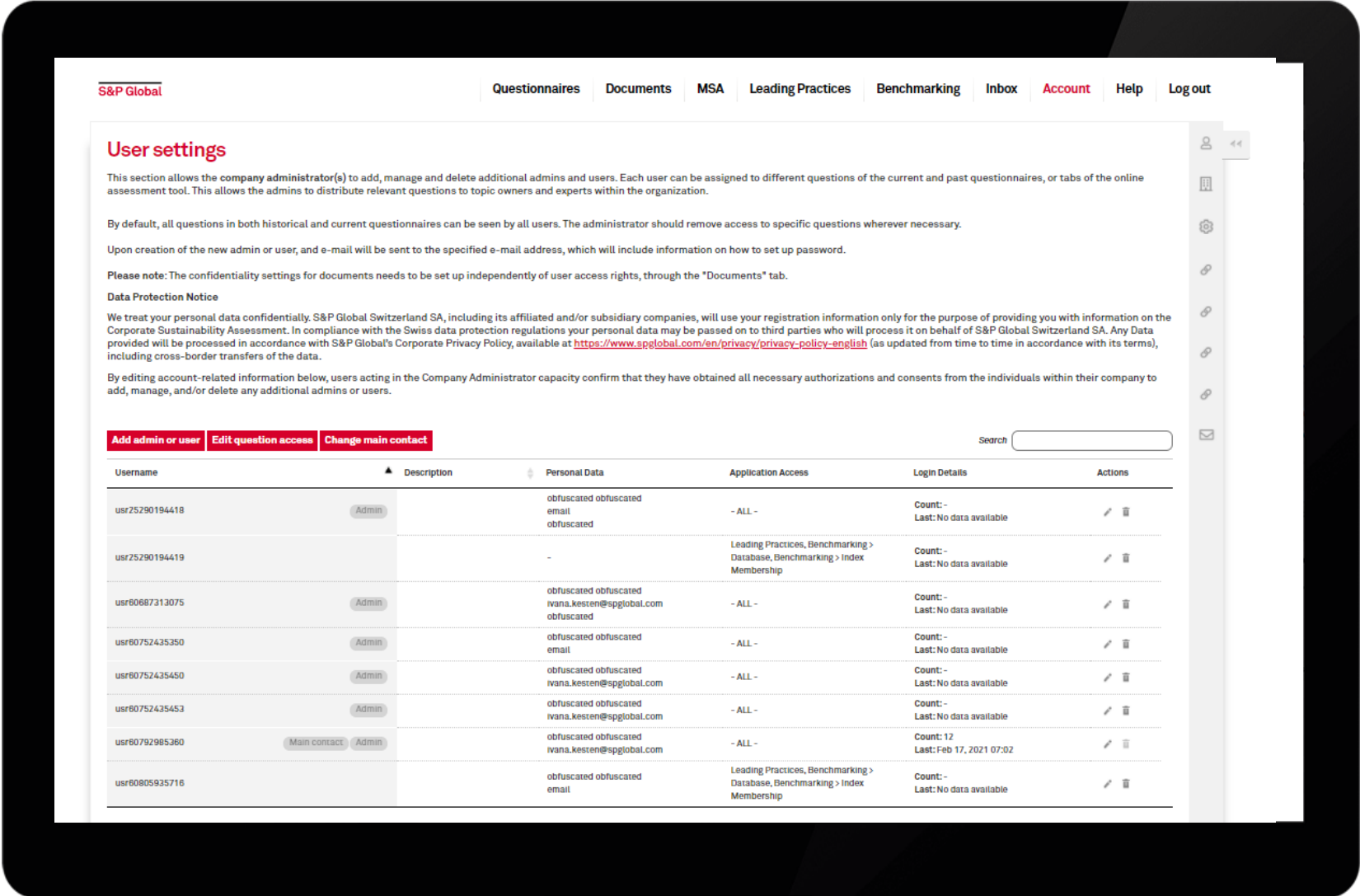
The screenshot shows a registration form titled "Register" on the S&P Global website. The form is displayed on a computer monitor. The S&P Global logo is in the top left corner. The form fields are as follows:

- Company * (text input)
- Main contact (dropdown menu)
- First Name * (text input)
- Last Name * (text input)
- Department * (text input)
- Function/Position * (text input)
- Email * (text input)
- Phone direct * (text input)
- Country * (dropdown menu)
- Town/City (text input)
- Security question * (text input)

Below the security question field, there is a text prompt: "What is the sum of 14 and 8?". A red "Register" button is located below the security question field. At the bottom left of the form, there is a note: "* Mandatory input fields".

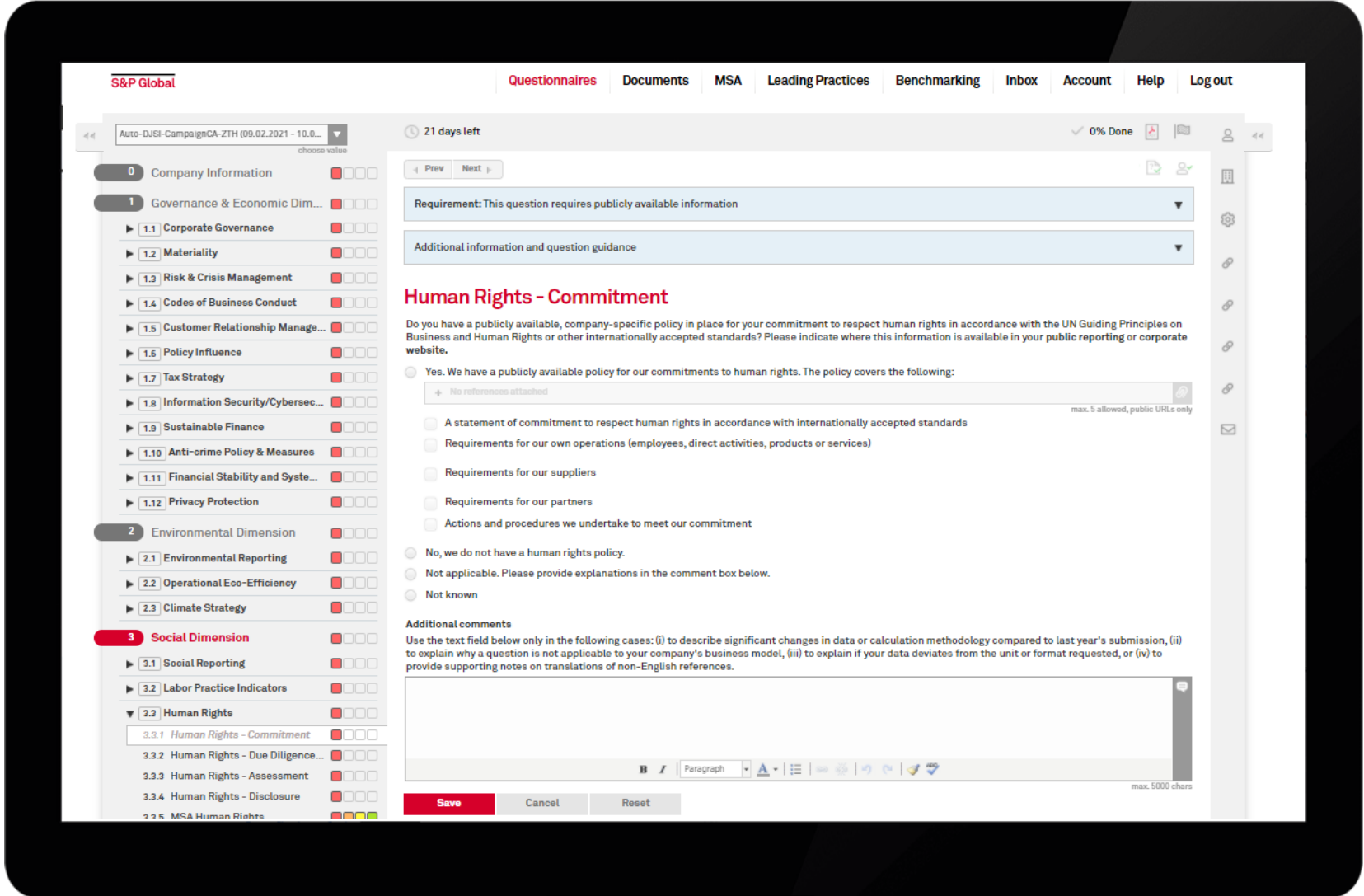
CSA Portal — User Management

- Set up users
- Assign access rights
- Manage notification settings
- Track logins



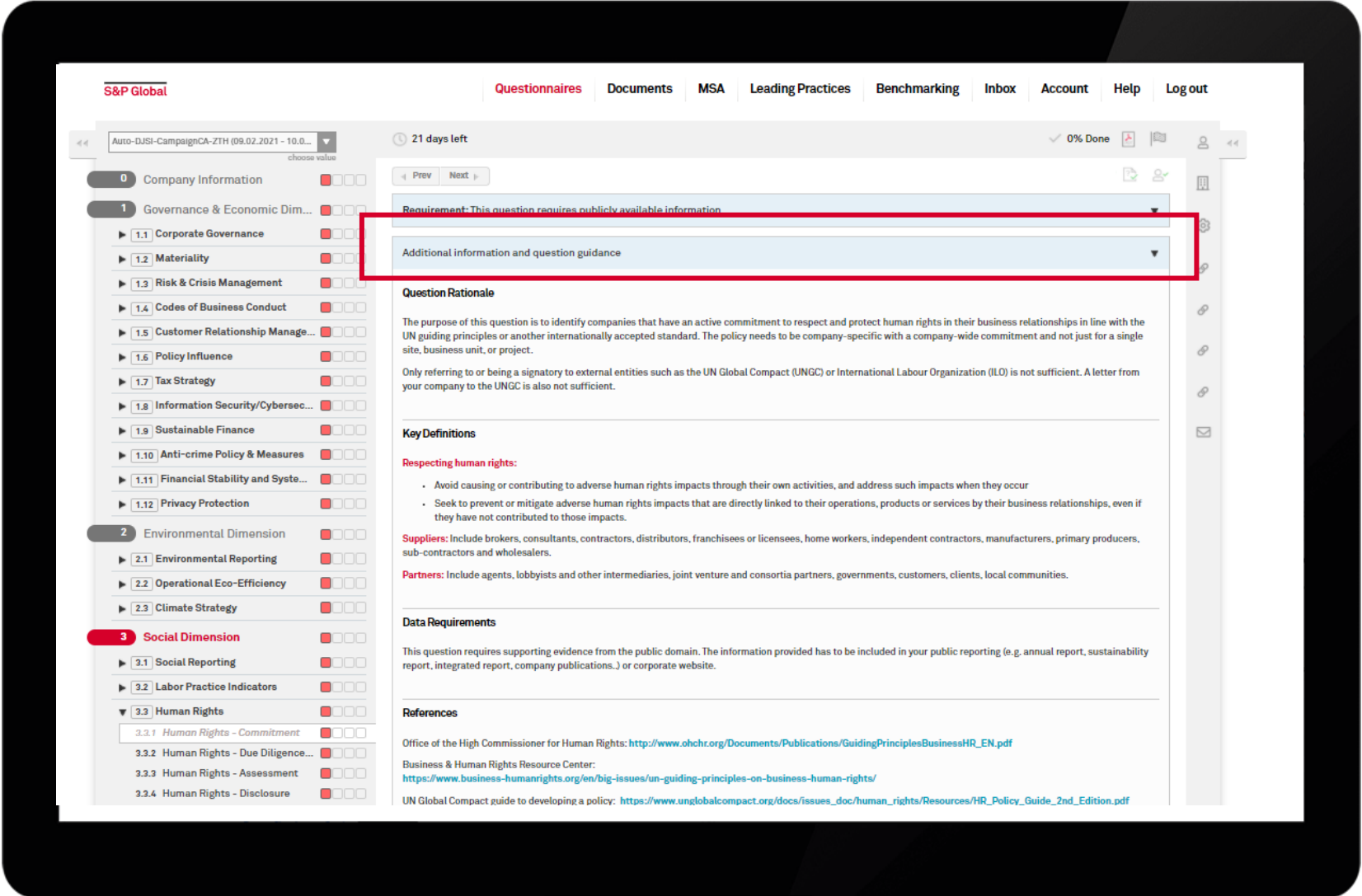
CSA Portal — Online Questionnaire

- Quick navigation
- Tracks your progress
- Additional information
- Public / non-public requirement



CSA Portal — Additional Information

- Recommended reading
- Question rational
- Key definitions
- Data requirements
- References



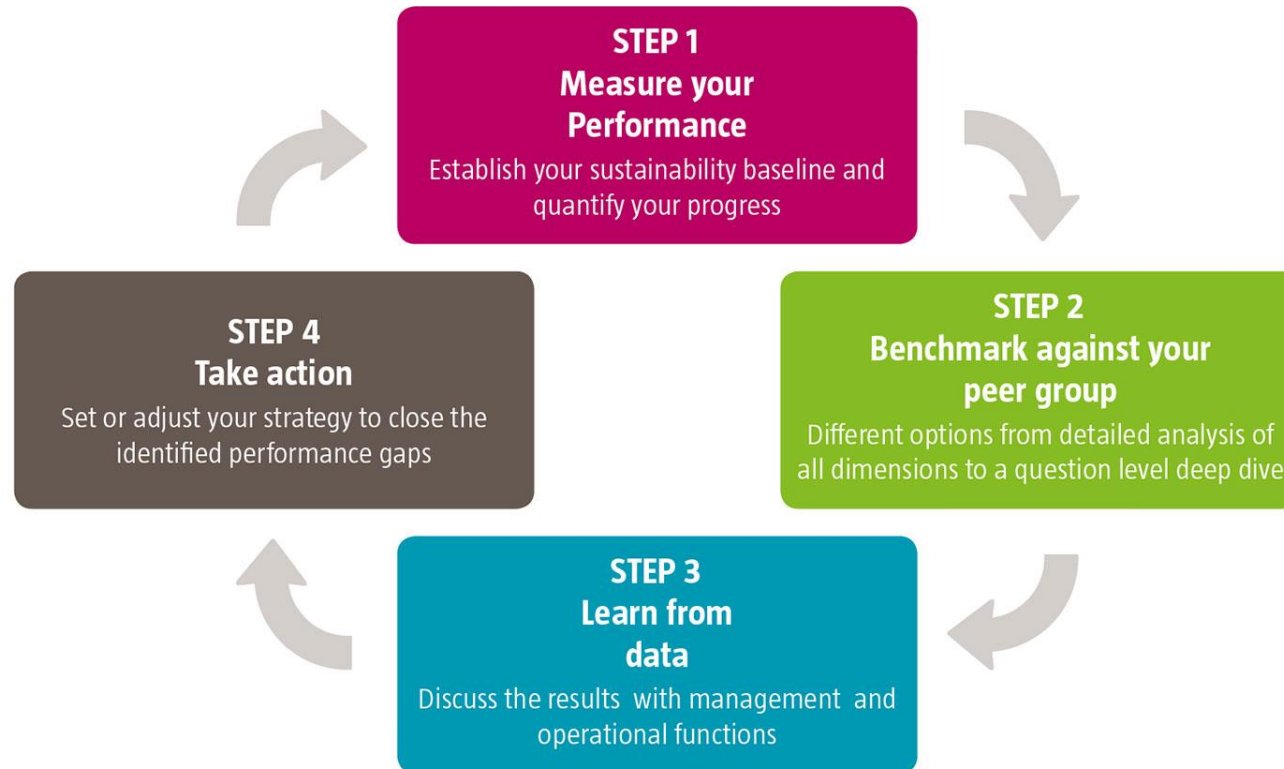
CSA Portal – Your project management solution

The CSA is completed via our **secure and user-friendly online questionnaire platform**:

- Access a **question-specific help function** including background information on the rationale for each question
- **Easily attach supporting evidence** including hyperlinks, documents and comments to support your answers
- Quickly **view questionnaire completion progress** with clear color-coding scheme
- **Share access** to the tool within your organization to enable different users to enter data
- Control user **access rights to protect sensitive information**
- Control final questionnaire sign-off

Sustainability is a Moving Target

The CSA Supports Continuous improvement with Annual Benchmarking



CSA Portal — Benchmarking Tab

The screenshot displays the S&P Global Benchmarking Tab interface. At the top, there is a navigation bar with the S&P Global logo and several menu items: Questionnaires, Documents, MSA, Leading Practices, Benchmarking (highlighted), Inbox, Account, Help, and Log out. Below this is a sub-navigation bar with Database, INDEX MEMBERSHIP, and REPORTS. The main content area includes a training video link, a detailed instruction paragraph about the 'latest ranking' feature, and a control panel with dropdowns for 'Assessment year' (set to 2020) and 'Score date' (set to Latest ranking). It also shows 'Companies invited' (167 / 167) and 'Companies assessed' (162 / 162) with a red 'Tutorials' button. Below the control panel are buttons for 'Export overview table' and 'Export question scores', a 'Show advanced filters' dropdown, and a search bar. The main data is presented in a table with columns for Criterion & question, Score, Y-o-Y, Percentile, Avg. score, Best score, Weighted gap, Potential impact, Rel. to best, and Weight.

Criterion & question	Score	Y-o-Y	Percentile	Y-o-Y	Avg. score	Best score	Weighted gap	Potential impact	Rel. to best	Weight
Total	73	-1	98	-1	30	84	-11	27	87%	100
Governance & Economic Dimension	71	-1	98	0	34	76	-2.8	15.9	93%	55
Corporate Governance	72	+2	72	+2	56	87	-1.5	2.8	83%	10
Board Structure	95				53	100			95%	
Non-executive Chairman/Lead Director	100				58	100			100%	
Diversity Policy	0				52	100			0%	
Gender Diversity	78				50	100			78%	
Board Effectiveness	76				57	100			76%	
Average Tenure	100				57	100			100%	
Board Industry Experience	91				80	100			91%	

Peer Ranking and Scores as well as Trend Analysis

Assessment year: 2020 | Score date: Latest ranking

Companies invited: 167 / 167 | Companies assessed: 162 / 162

[Tutorials](#)

[Export overview table](#) | [Export question scores](#) | [Show advanced filters](#)

Search:

Criterion & question	Score	Y-o-Y	Percentile	Y-o-Y	Avg. score	Best score	Weighted gap	Potential impact	Rel. to best	Weight
● ▶ Total	73	-1	98	-1	30	84	-11	27	87%	100
● ▼ Governance & Economic Dimension	71	-1	98	0	34	76	-2.8	15.9	93%	55

[Export ranking table](#)

Rank	Score	Company Name
1	77	Grupo de Inversiones Suramericana S.A.
2	76	UBS Group AG
3	74	Standard Life Aberdeen plc
4	73	Yuanta Financial Holding Co., Ltd
5	71	S&P Global Inc.
6	70	State Street Corporation
7	70	Wendel
8	68	Deutsche Börse AG
9	67	Voya Financial, Inc.
10	67	Chailease Holding Company Limited

[Show All](#)

Showing 1 to 10 of 306 entries

Sustainability scores: Company vs. Selected benchmark

Year	Score
2017**	77
2018**	80
2019	76
2020	76

● ▶ Corporate Governance	72	+2	72	+2	56	87	-1.5	2.8	83%	10
● ▶ Board Structure	95				53	100			95%	

SAMPLE COMPANY

FBN Diversified Financial Services and Capital

Markets Member of DJSI World, DJSI North America



**NEW as of 2020
Question-level Scores**



	Company Score	Percentile Ranking	Average Score of DJSI Members		
			Industry Average	Industry Best	World
Total Sustainability Score:	67	94	30	84	70
Governance & Economic Dimension	68	96	34	76	67
Anti-crime Policy & Measures	62	91	24	93	75
Codes of Business Conduct	79	89	44	99	78
Corporate Governance	64	57	56	87	62
Customer Relationship Management	89	92	17	100	73
Financial Stability and Systemic Risk	NAP	N/A	54	100	73
Information Security/Cybersecurity & System Availability	59	92	24	100	64
Materiality	64	87	23	100	77
Policy Influence	55	89	17	95	62
Privacy Protection	69	99	25	74	48
Risk & Crisis Management	65	89	28	92	71
Sustainable Finance	84	96	31	97	62
Tax Strategy	34	74	26	100	47
Environmental Dimension	68	84	27	98	82
Climate Strategy	58	81	22	97	78
Environmental Reporting	100	100	37	100	99
Operational Eco-Efficiency	57	79	27	99	73
Social Dimension	64	91	24	93	71
Corporate Citizenship and Philanthropy	59	84	30	96	81
Financial Inclusion	96	97	19	100	73
Human Capital Development	66	94	32	98	70
Human Rights	31	89	11	95	63
Labor Practice Indicators	42	77	26	84	60
Occupational Health and Safety	53	89	19	91	63
Social Reporting	100	100	41	100	97
Talent Attraction & Retention	60	89	20	96	68
Minimum Total Sustainability Score for Index Inclusion					67

Explanations: Percentile ranking, industry average and industry best scores are presented for comparison within the industry universe of companies assessed for inclusion in any Dow Jones Sustainability Index. Values are on a scale from 0 to 100 (best). The minimum lowest score for inclusion in each index is provided at the bottom, excluding the buffer rule and the error margin. For each row, the minimum score for inclusion in each index is provided at the bottom, excluding the buffer rule and the error margin. For each row, the minimum score for inclusion in each index is provided at the bottom, excluding the buffer rule and the error margin. For each row, the minimum score for inclusion in each index is provided at the bottom, excluding the buffer rule and the error margin. For each row, the minimum score for inclusion in each index is provided at the bottom, excluding the buffer rule and the error margin.

Disclaimer: All information, data or material, including ratings or scores (all such information, "Content"), contained in this report ("Scorecard") and other reports, materials, or websites of S&P Global Inc. and may not be copied or reproduced in any form except with the prior written permission of S&P Global Inc. However, S&P grants you a non-exclusive, limited right to disseminate the information contained herein for your internal use only. Any dissemination by you or your agents shall include the full, unmodified Scorecard, including any updates where applicable, with all disclaimers and notices of copyright and other intellectual property for which a fee is charged. Recipients are not permitted to further disseminate the Scorecard without prior written permission of S&P Global Inc. This report is not a recommendation to buy, sell or hold any investment or security, does not address the suitability of an investment or security, and does not constitute an offer of any investment or security. See additional Disclaimers at <https://www.spglobal.com/en/terms-of-use>. Copyright © 2020 S&P Global Inc. All rights reserved.

S&P Global Switzerland SA - Zürich Branch - Josefstrasse 218 - 8005 Zürich - Switzerland - Phone +41 44 529 5160 - csa@spglobal.com

SAMPLE COMPANY		Score
THQ Computers & Peripherals and Office Electronics		
Prepared for Doe, Jane at 15.11.2020 09:25		
Score date: CSA 2019 - Annual DJSI Review - 13.11.2020		
Selected industry/peer group: THQ Computers & Peripherals and Office Electronics		
Corporate Sustainability Assessment Results		
Dimension & criteria	Question	Score
Economic Dimension		29
Corporate Governance		70.44210526
	Board Structure	95
	Non-executive Chairman/Lead Director	100
	Diversity Policy	50
	Gender Diversity	50
	Board Effectiveness	76
	Average Tenure	100
	Board Industry Experience	0
	Executive Compensation - Success Metrics	50
	Executive Compensation - Alignment with Long-Term Performance	50
	Management Ownership	100
	Management Ownership Requirements	84
	Government Ownership	100
	Family Ownership	#NAP#
	Dual Class Shares	100
	Disclosure of Median or Mean Compensation of all Employees & CEO Compensation	30

Leading Practices Database – Free for First-time Participants

Create custom reports for your subject matter experts to engage them with peer group examples

Leading Practices Database

Learn from leading practices in your own and other industries.

Key functionalities:

- Apply your filter selection
- View a short summary by clicking the icon in the action column
- Follow the reference to the underlying source document to study the full example
- Export selected examples in one pdf to share with your colleagues

Watch this [demo of the functionalities](#) or see the [factsheet](#) for more information.

Please note that new leading practice examples will be added throughout the year.

Any suggestions?

Assessment year: 2020 Search for question or company:

Regions: Asia Pacific, Latin America, Europe, ... - Select all -

Industry Group: - Select all -

Dimension: - Select all - Criterion: - Select all -

Include company examples
 Include hypothetical examples
 Include quantitative analysis

Refresh Export Clear filters

Dimension	Criterion	Question	Industry	Company Name
Environmental Dimension	Climate Strategy	Climate Change Strategy	FBN	Morgan Stanley
Environmental Dimension	Climate Strategy	Climate Strategy Impacts	FBN	Morgan Stanley
Environmental Dimension	Climate Strategy	Financial Opportunities A...	FBN	Hankook Technology Grou...
Environmental Dimension	Climate Strategy	Financial Opportunities A...	FBN	Morgan Stanley
Environmental Dimension	Environmental Policy & M...	EMS: Certification/Audit/...	FBN	UBS Group AG
Environmental Dimension	Operational Eco-Efficiency	EP - Emissions from Busi...	FBN	Deutsche Bank Aktienges...

22.02.2021

Leading Practices Report

prepared for obfuscated obfuscated, S&P Global Inc.

S&P Global

Year / Region / Industry Leading Practice Examples

2017 Europe FBN Diversified Financial Services and Capital Markets	<p>Environmental Dimension • Environmental Policy & Management Systems • EMS: Certification/Audit/Verification</p> <p>All operations of the company are covered under ISO 14001 certification.</p> <p>UBS Group AG • https://www.ubs.com/content/dam/static/epaper/2018/annual-report/ubs-group-en/files/assets/common/downloads/AR16_EN_WEB.pdf In-House Environmental Management, ISO 14001 certification pg. 246</p>
2017 Asia Pacific FBN Diversified Financial Services and Capital Markets	<p>Environmental Dimension • Climate Strategy • Financial Opportunities Arising from Climate Change</p> <p>The company has identified "tire efficiency rating systems" as one of the climate change-related opportunities to increase its market share and sale of eco-friendly tires. The company has disclosed the estimated annual financial positive implications, a time frame and current annual costs associated with developing this opportunity.</p> <p>Hankook Technology Group Co., Ltd. • Hankook Tire Worldwide Co Ltd submission to CDP, 2</p>

3

CSA 2020 Results: Australia

2020 CSA participation in Australia

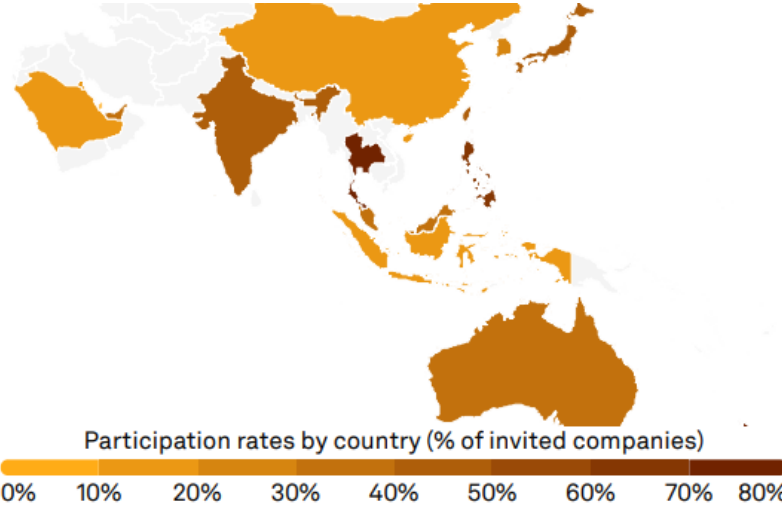
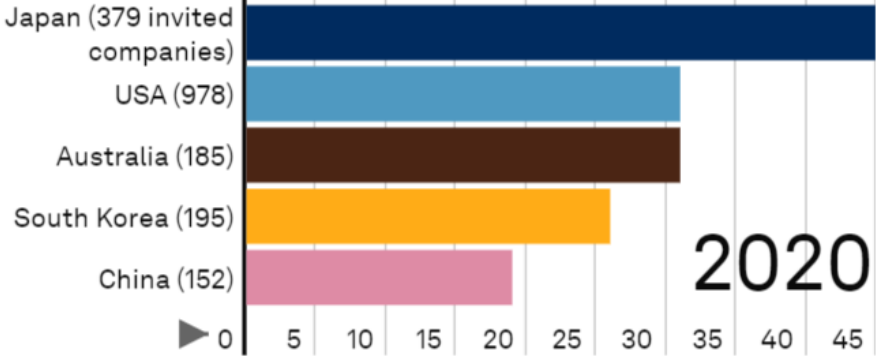
Australian CSA participation rate: **31%** (vs. 40% Global)

Selection of Industries with participation >40%:
INS, BNK, CNO, STL, MNX, OGX, REA, COS, MUW

Selection of Industries with participation rate <25%:
FOA, HEA, PUB, TSV, SOF, TLS, FBN

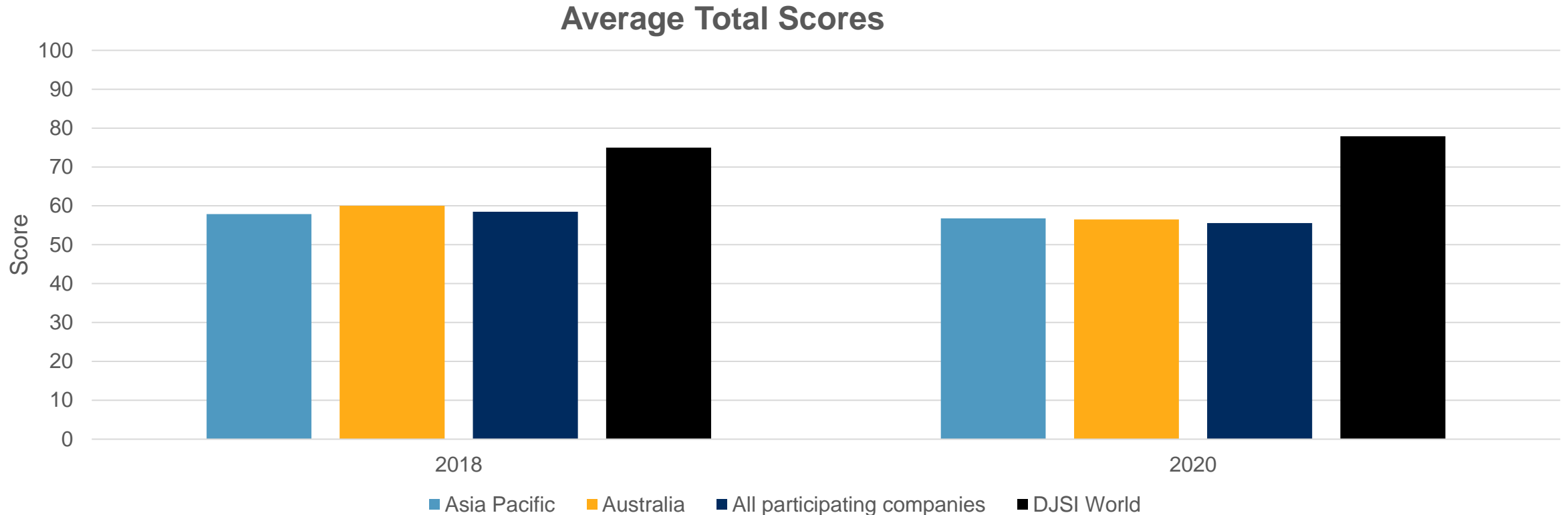
Check out our interactive presentation on CSA participation:
<https://www.spglobal.com/esg/csa/djsi-csa-annual-review-2020>

Participation rates in countries with most invited companies



Total Score Comparison: Australia vs World

The chart shows the average Total Score of all participating companies by region/ country versus the average Total Score of all participating companies worldwide and the DJSI World



Source: S&P Global Corporate Sustainability Assessment (CSA) 2018 - 2020

Australian DJSI Members and Sustainability Yearbook Medallists

Dow Jones Sustainability Indices

- 14 DJSI World Members
- 24 DJSI Asia Pacific Members
- 45 DJSI Australia Members

Member of

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

All DJSI components:

www.spglobal.com/esg/csa/djsi-csa-annual-review-2020

S&P Global

Sustainability Yearbook 2021 Distinctions

- **3 Gold** (Dexus, Fortescue Metals, Tabcorp)
- **3 Silver** (ANZ, GPT Group, Stockland)
- **4 Bronze** (Brambles, NAB, The Star Entertainment, Transurban)
- **2 Industry Movers** (Downer, Suncorp)
- 18 Yearbook Members

Sustainability Award

Gold Class 2021

S&P Global

Access full ranking: www.spglobal.com/yearbook

4

Tips for a successful CSA participation

Tips for a successful CSA process

Data Quality

- Read information texts and question texts
- Follow the given definitions
- If in doubt, contact the CSA Helpline

Not applicable questions

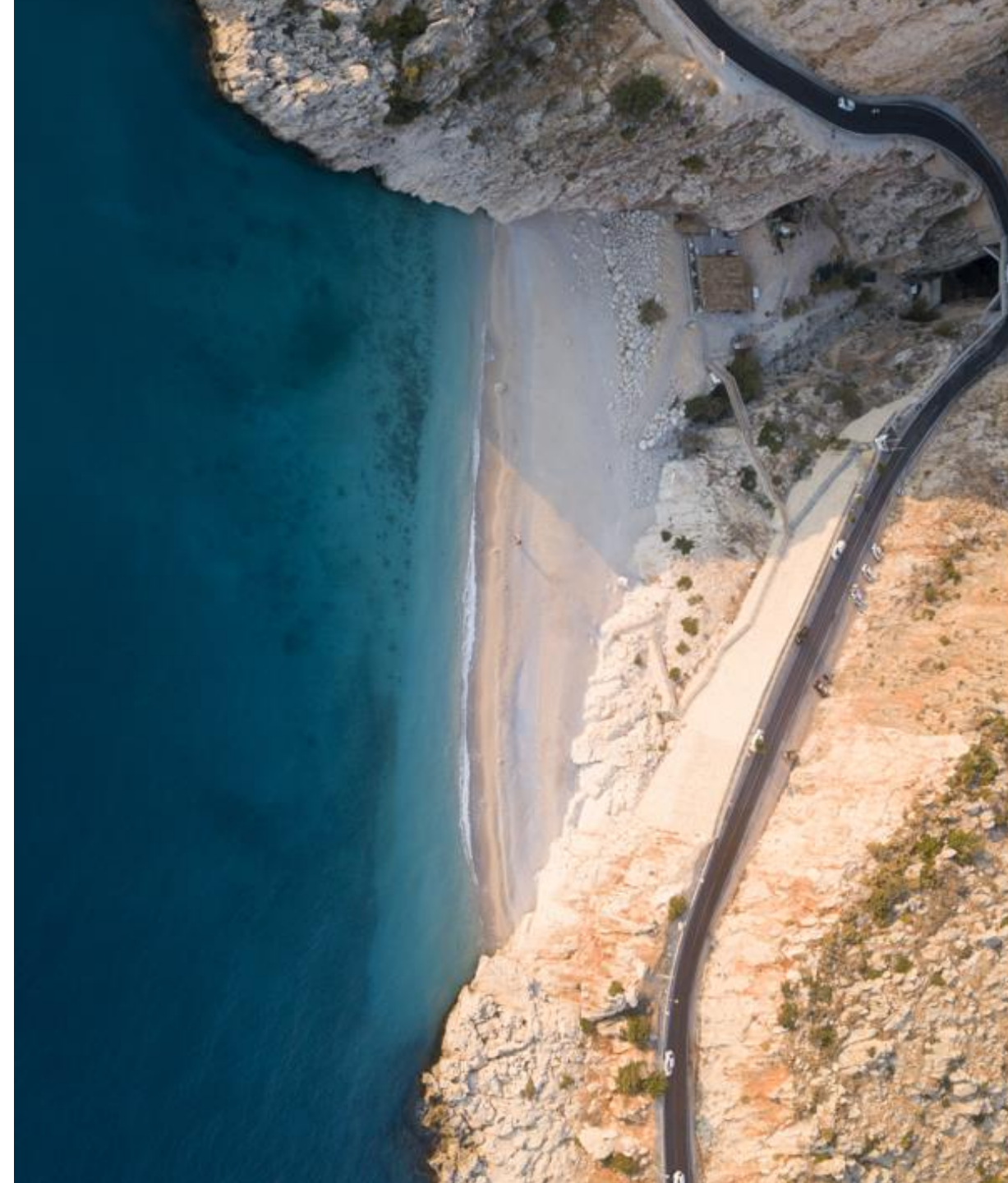
- If you feel that a specific question is **not applicable** to your company's business model, please contact the helpline

Supporting References & Comments

- When requested provide supporting evidence for all relevant elements
- More documents and longer comments do not equal a higher score!

Non-English Documents

- The official language of the CSA is English
- Translations are acceptable

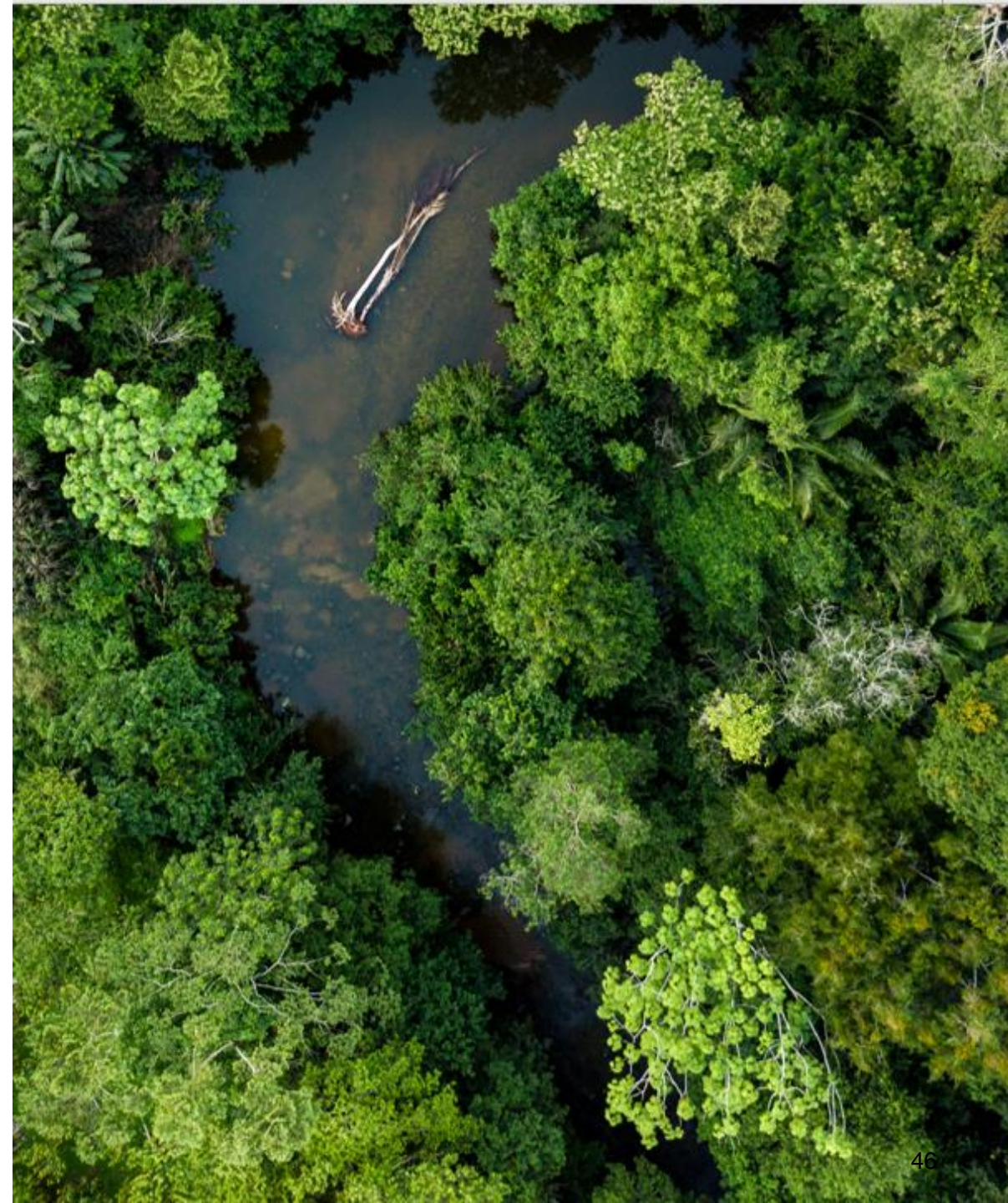


Webcast Series

- Assessment process
- Methodology highlights
- criteria review

Webcast recordings

www.spglobal.com/esg/csa/csa-2021

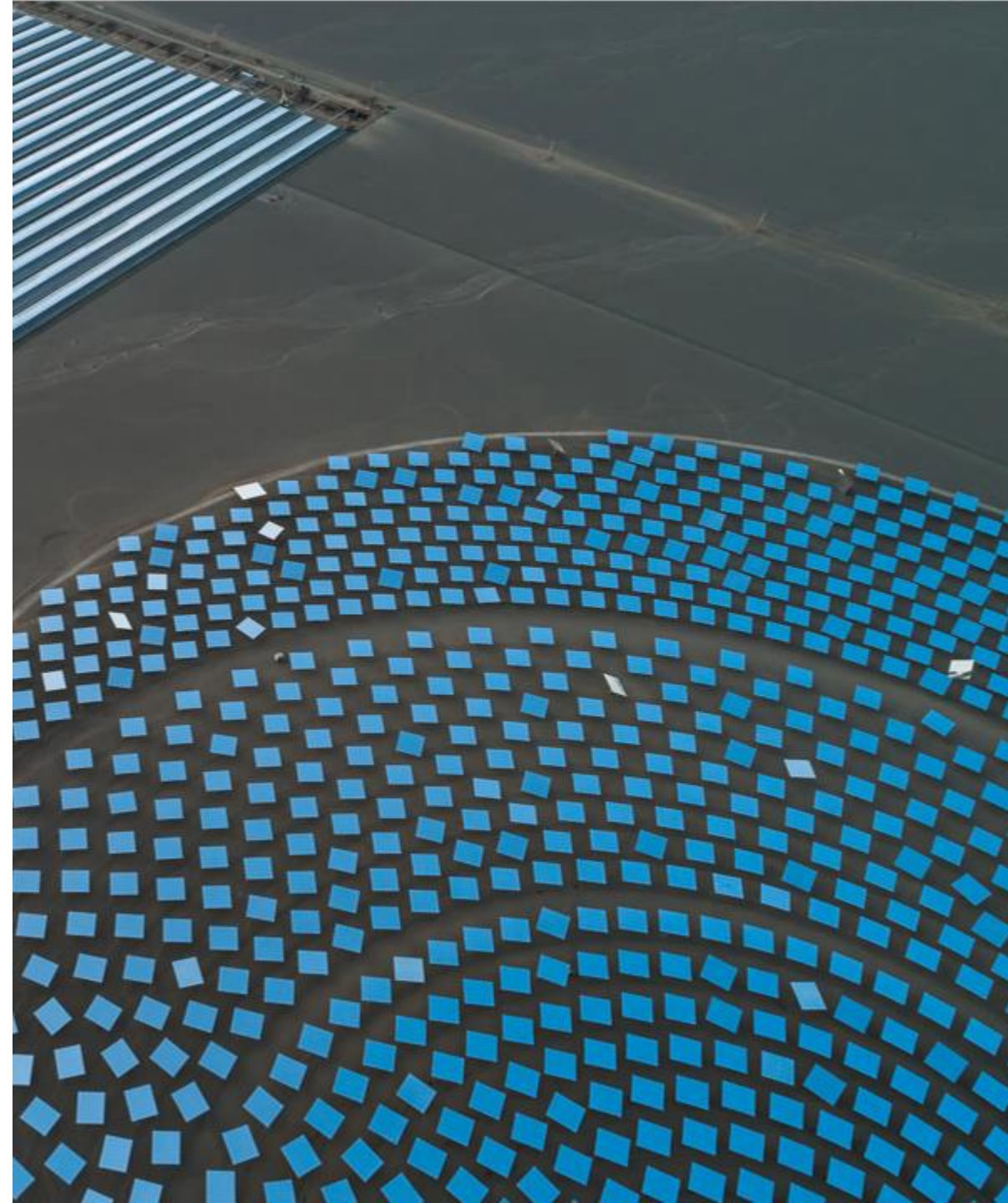


Additional Resources

To access your scorecard
and the Benchmarking Database
<https://portal.csa.spglobal.com/survey/>

CSA websites with studies,
reports, guidelines etc.
www.spglobal.com/esg/csa

Questions?
Contact the CSA Helpline
csa@spglobal.com
+41 44 529 51 60
(Mon-Fri 8:00-18:00 CET)



Disclaimer

Unless otherwise noted, all information, data and other material, including ratings or scores (all such information, “Content”) contained in this publication and other reports, materials, or websites of S&P Global Inc. and/or its affiliates is the exclusive property of S&P Global (Switzerland) SA, a subsidiary of S&P Global Inc., and/or its relevant affiliates (individually and collectively “S&P”) and may not be copied or reproduced in any form except with the prior written permission of S&P. The Content shall not be used for any unlawful or unauthorized purposes. This publication is derived from sources believed to be accurate and reliable, but it is each reader’s responsibility to evaluate the accuracy, completeness and usefulness of any opinions, statements or other Content contained in this publication. The Content and any other material and information in this publication are provided “as is” and without warranties of any kind, either expressed or implied. S&P Global (Switzerland) SA, a subsidiary of S&P Global Inc., and/or its relevant affiliates disclaim all warranties, expressed or implied, including, but not limited to, implied warranties of merchantability and fitness for a particular purpose.

S&P (and any third-party providers, as well as their directors, officers, shareholders, employees or agents) does not guarantee the accuracy, adequacy, completeness, timeliness or availability of any Content and are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, or for the results obtained from the use of such Content. In no event shall S&P (and any third-party providers, as well as their directors, officers, shareholders, employees or agents) be liable for any direct, indirect, special, incidental, and/or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profit and opportunity costs) in connection with any use of the Content (including, without limitation, any opinions or other information expressly or implicitly contained in this publication).

Any opinions and views in this publication reflect the current judgment of the authors and may change without notice. Further, any opinions and views expressed by CSA participants do not reflect the policies or positions of S&P or any other person, organization or company. The Content contained in this publication is distributed with the understanding that the authors, publishers and distributors are not rendering legal, accounting or other professional advice or opinions on specific facts or matters and accordingly assume no liability whatsoever in connection with its use. The Content contained in this publication constitutes neither a solicitation, nor a recommendation, nor an offer to buy or sell investment instruments or others services, or to engage in any other kind of transaction, and such information is not directed to persons in any jurisdiction where the provision of such Content would run counter to local laws and regulations. S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain non-public information received in connection with each analytical process.

For information provided as part of the CSA questionnaire refer to our “Use of Information and Confidentiality Policy” https://portal.csa.spglobal.com/survey/documents/Use_of_Information_Policy.pdf and for personal information provided to S&P refer to S&P Global’s Privacy Policy: <https://www.spglobal.com/en/privacy/privacy-policy-english>.

Copyright© 2021 S&P Global Inc. All rights reserved.

Monica Dasgupta

Senior Manager Sustainability,
QBE Insurance Group Ltd



QBE and S&P Global's Corporate Sustainability Assessment (CSA)

QBE's participation in the CSA



Sustainability is at the core of what we do and how we do it

Our Sustainability Framework

As a company that helps people and businesses protect themselves from risk, QBE has a focus on sustainability. The identification of current and emerging trends, is an integral part of achieving our purpose, understanding the needs of our customers and ensuring the sustainability of our own business.

We articulate our approach to sustainability across six core focus areas:

- **Sustainable insurance**
- **Impact and responsible investments**
- **Customer and community**
- **People and culture**
- **Operational excellence**
- **Governance**



Sustainability governance at QBE



- The QBE Group Board is responsible for overseeing QBE’s social, ethical and environmental responsibilities.
- The Board is supported by the Board Risk & Capital Committee in overseeing and guiding QBE’s sustainability approach, initiatives and reporting.
- Our Group Executive Committee reviews and approves our sustainability agenda and priorities, receiving updates on these throughout the year.

Sustainability is integrated into our 2021 strategic priorities

Sustainability is integrated QBE's strategic priorities, particularly within the performance pillar where we remain focused on meeting our climate and broader sustainability commitments. Our priorities around customer, talent and culture are also deeply linked to our sustainability approach.



QBE has been participating in the CSA since 2016

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA

Sustainability Yearbook

Member 2021

S&P Global

- We seek to be transparent and open about our sustainability goals and achievements through ongoing stakeholder engagement and regular reporting.
- External sustainability ratings and industry benchmarking initiatives provide an important opportunity for us to continually improve our sustainability performance.
- For QBE, the CSA is a comprehensive, extensive sustainability questionnaire covering most of our material topics with 22 criterion across governance & economic, environmental and social dimensions.
- Over the past 4 years, we have made significant progress and improvements in our performance.
- This has been recognised with inclusion in the Sustainability Yearbook since 2020.



Internal use of the CSA and platform

- Significant tool for internal stakeholder engagement across our entire global business.
- Internal communications and employee engagement.
- Teams are engaged to understand how they can contribute to QBE's overall sustainability performance.
- Year-on-year performance and process improvement opportunities across the business.
- Access to S&P Global's benchmarking services provides our team and our stakeholders with access to detailed analysis and leading practice examples we can learn from.

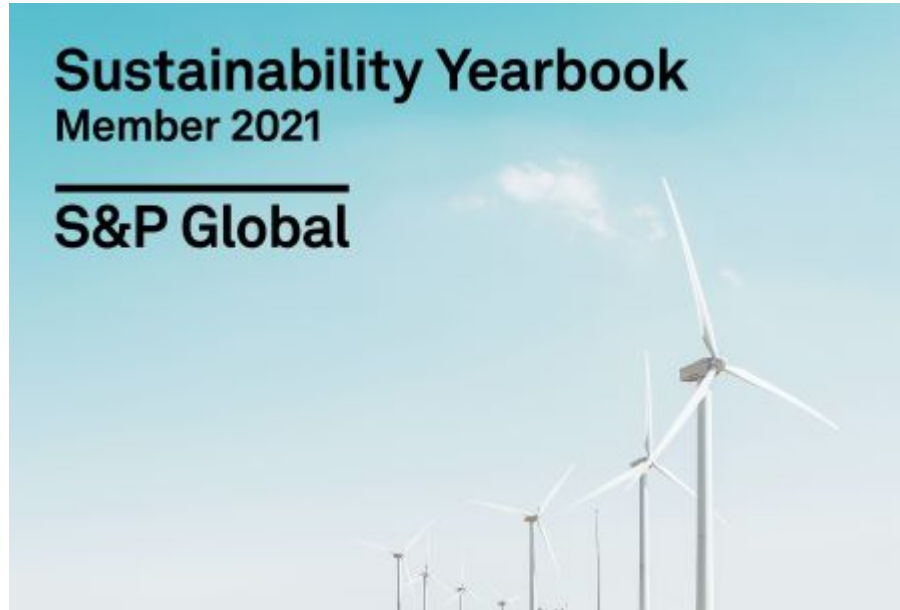
External use and communication



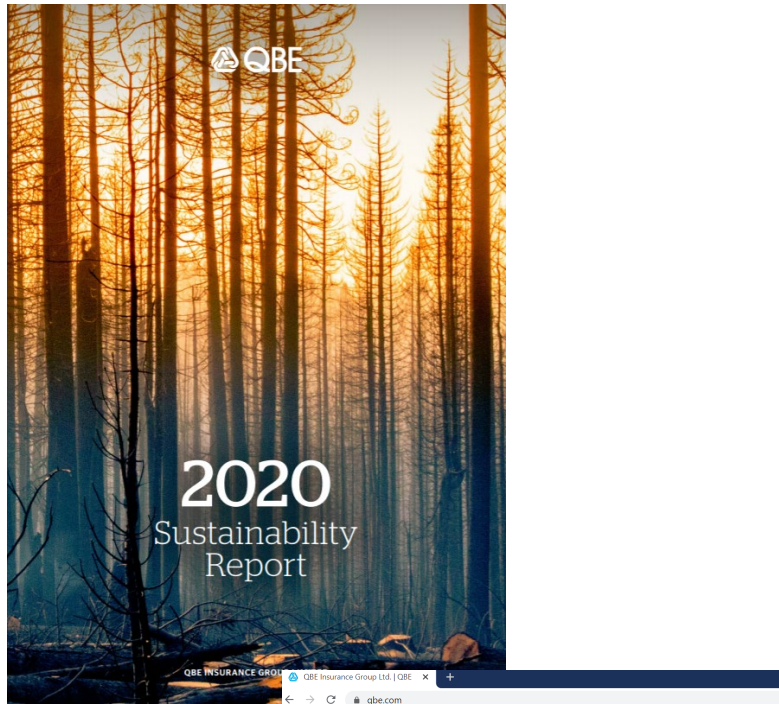
QBE Insurance
124,264 followers
1mo • 🌐



Great to be included in this year's [#2021SPGlobalYearbook](#) and recognised for our leadership in sustainability. Congratulations to all our fellow [#sustainability](#) [#esg](#) leaders! More: <https://qbe.co/2OjQjPU>



We continue to drive enhanced transparency about our sustainability performance and achievements



Information on QBE's response to COVID-19. [Find out more](#) →

QBE

[About](#) | [Investor relations](#) | [Media Centre](#) | [Sustainability](#) | [Careers](#) | [Contact](#)

Sustainability

- [Our approach to sustainability](#) →
- [Performance and reporting](#) →
- [Our memberships and industry collaboration](#) →
- [Corporate Governance](#) →
- [Climate change](#) →
- [Premiums4Good](#) →
- [Human Rights and Modern Slavery](#) →
- [Financial inclusion](#) →
- [QBE Foundation](#) →
- [Tax Transparency Report](#) →
- [Global Policies and Background Documents](#) →

Performance and reporting

We seek to be transparent and open about our sustainability goals and achievements through ongoing stakeholder engagement and regular reporting. External sustainability ratings and industry benchmarking initiatives provide an important opportunity for us to continually improve our sustainability performance. We participate in a range of these including:



Our memberships and industry collaboration

We are proud members of, or signatories to, many global and local sustainability-related initiatives. These provide us with a platform to collaborate with stakeholders on key sustainability issues through open communication and knowledge sharing. Our involvement assists us to develop solutions to address current and emerging local and global challenges.





General tips for first time participants

- Thoroughly read through the additional guidance provided for each question.
- Review your industry leaders in the Sustainability Yearbook and see if there is anything you can learn from them.
- Maintain an open dialogue with S&P Global throughout the process.
- Detailed benchmarking services are very helpful for first time users.
- Utilise the results and analysis to add value to your internal stakeholders.
- Dedicate sufficient time and resources for your first time participating.
- If you have multiple users on the platform at the same time, ensure you save your work.

Thank you

Thank you.

For further information about the CSA 2021 and how to get assessed please email:

S&P Global CSA Helpline: csa@spglobal.com

Website: <https://www.spglobal.com/esg/csa/>

ASX: Listed@asx.com.au