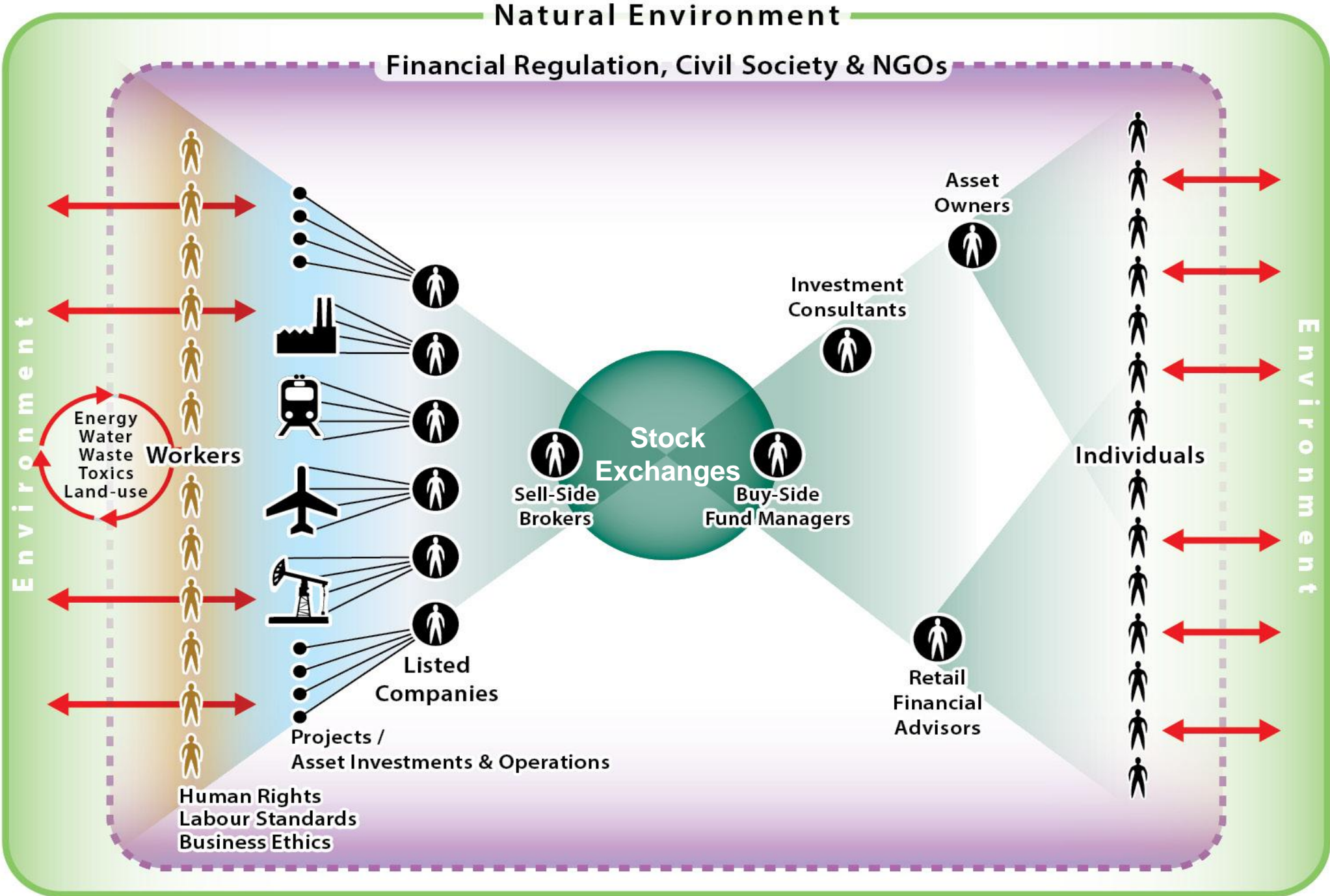


# POST 2015 : PROMOTING CAPITAL MARKETS THAT INTEGRATE SUSTAINABLE DEVELOPMENT

**Dr Steve Waygood**  
Chief Responsible Investment Officer  
April 2014

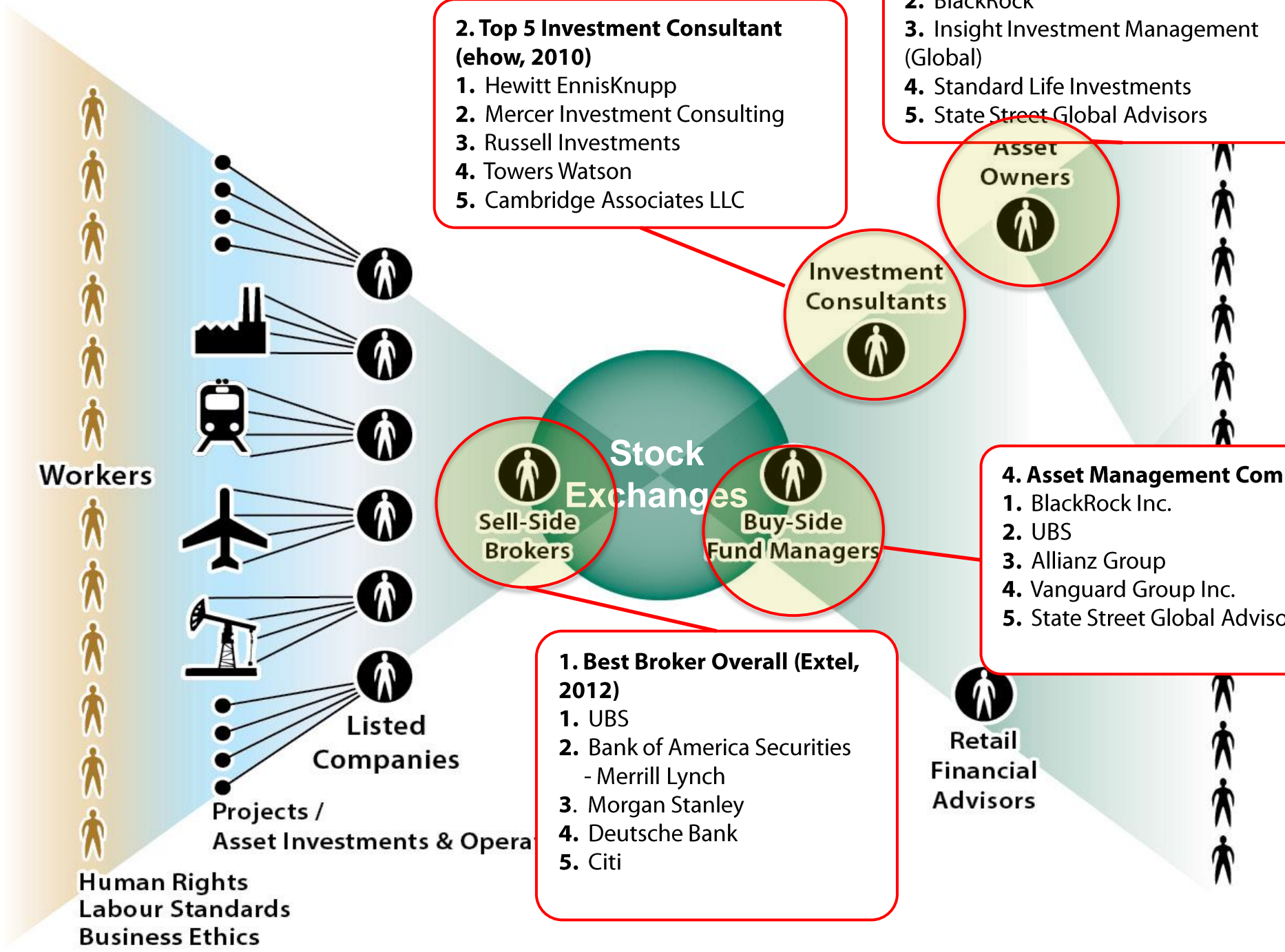
# The Equity Markets



# Scale as an opportunity

- 3. Top 5 UK Pension Managers (2010)**
1. Legal & General Investment Mgmt.
  2. BlackRock
  3. Insight Investment Management (Global)
  4. Standard Life Investments
  5. State Street Global Advisors

- 2. Top 5 Investment Consultant (ehow, 2010)**
1. Hewitt EnnisKnupp
  2. Mercer Investment Consulting
  3. Russell Investments
  4. Towers Watson
  5. Cambridge Associates LLC



- 4. Asset Management Companies**
1. BlackRock Inc.
  2. UBS
  3. Allianz Group
  4. Vanguard Group Inc.
  5. State Street Global Advisors (SSGA)

- 1. Best Broker Overall (Extel, 2012)**
1. UBS
  2. Bank of America Securities - Merrill Lynch
  3. Morgan Stanley
  4. Deutsche Bank
  5. Citi

Workers

Human Rights  
Labour Standards  
Business Ethics

Listed Companies

Projects /  
Asset Investments & Operations

Stock Exchanges

Sell-Side Brokers

Buy-Side Fund Managers

Investment Consultants

Asset Owners

Retail Financial Advisors

## “Good Governance and Capable Institutions”

- 1. Improve Integrated Reporting by companies, investment banks, stock exchanges, asset managers, investment consultants, asset owners and proxy voting agencies:** Governments to establish a national legislative framework requiring participants in the capital market supply chain to be producing an integrated sustainability report to society – on a mandatory comply or explain basis;
- 2. Improve Integrated Corporate Governance:** Governments to ensure all national corporate governance codes promote integrated corporate governance – i.e. corporate governance that integrates sustainable development;
- 3. Promote Integrated Financial Regulation:** Governments to promote capital markets regulation that integrates sustainable development factors in the mandates of the supervision agencies of stewardship codes, listing rules and financial stability.

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