

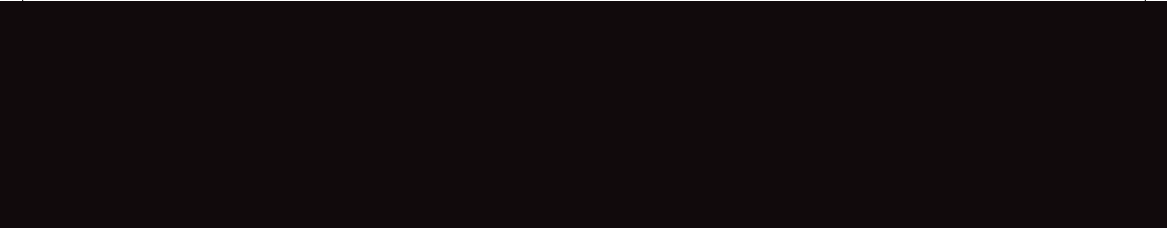


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[www.financeforthefuture.org](http://www.financeforthefuture.org)



“ I’m delighted that in 2019 the Finance for the Future Awards continue to attract an impressive array of quality entries from around the world. There is much inspiration to be found in the commitment and drive from these organisations, and their finance functions, as they strive for sustainable outcomes.

Yet there is much that remains to be done to tackle the enormous challenge of climate change that the world faces today. This is why the judges have paid particular attention this year to recognise entries which are showing leadership in their fields on climate adaptation and mitigation. ”

**Russell Picot**  
Chair 2019 Judging Panel

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# About Finance for the Future

Finance is essential in helping to drive progress – by transforming the way we see, record and organise the world in which we live. If we are to convince our peers to face up to their responsibilities, and drive the outcomes we need, we must have a clear vision of the long-term impacts of our actions, we need to capture the facts and to create a business case for change.

The Finance for the Future Awards were created to recognise financial leadership in building sustainable economies. The awards also highlight the role the finance function plays in innovation and integrated thinking. The awards have gone from strength to strength over the last eight years, and we continue to see growth in the community of finance professionals who are committed to creating a more sustainable economy.

Each of our entries tells a story of innovation and leadership from finance functions and the wider accounting and finance community. We hope these will inspire you towards greater action.



**Michael Izza**  
Chief Executive  
ICAEW



**Jessica Fries**  
Executive Chairman  
Accounting for  
Sustainability



**Sharon Thorne**  
Global Chair  
Deloitte Touche  
Tohmatsu Limited

# Founding organisations



There are over 1.8m chartered accountants and students around the world – talented, ethical and committed professionals who use their expertise to ensure we have a successful and sustainable future.

Over 181,500 of these are ICAEW Chartered Accountants and students. We train, develop and support each one of them so that they have the knowledge and values to help build local and global economies that are sustainable, accountable and fair.

We've been at the heart of the accountancy profession since we were founded in 1880 to ensure trust in business. We share our knowledge and insight with governments, regulators and business leaders worldwide as we believe accountancy is a force for positive economic change across the world.

[www.icaew.com/sustainability](http://www.icaew.com/sustainability)



The Prince's Accounting for Sustainability Project (A4S) was established by HRH The Prince of Wales in 2004. Our aim is to make sustainable business business as usual.

We work with the finance and accounting community to:

- inspire finance leaders to adopt sustainable and resilient business models;
- transform financial decision-making to enable an integrated approach, reflective of the opportunities and risks posed by environmental and social issues; and
- scale up action across the global finance and accounting community.

A4S has three global networks: the Chief Financial Officers Leadership Network, a group of CFOs from leading organisations seeking to transform finance and accounting; the Accounting Bodies Network whose members comprise approximately two thirds of the world's accountants; and the Asset Owners Network which brings together Pension Fund Chairs to integrate sustainability into investment.

[www.accountingforsustainability.org](http://www.accountingforsustainability.org)

# Finance for the Future partner

**Deloitte.** It's what we do that makes the difference. The impact we make unites over 286,000 of us across the world and inspires us to lead the professional services industry. We work to provide trust and confidence in capital markets, support inclusive growth and competitiveness, and build skills and develop future leaders.

Deloitte believes that sustainability should be viewed in its broadest sense. A sustainable and resilient business model is key to remaining competitive and delivering long-term shareholder value. Deloitte considers that the finance team is pivotal to embedding sustainability in business operations, with its holistic view of the business, its focus on performance, risk mitigation and market growth, and its understanding of the financial impact of decisions.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax and related services. With more than 150 years of hard work and commitment to making a real difference, our organisation has grown in scale and diversity, yet our shared culture remains the same. Our organisation serves four out of five Fortune Global 500® companies.

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## Climate leadership

This year there is an additional category to recognise Climate Leadership. Leadership may take a number of forms. It can be seen in new or purpose led enterprise that is providing innovative solutions. But it can also be seen in large, carbon-intensive companies making clear commitments and putting in place plans and targets to support the transition path to low-carbon business. Together, these examples can accelerate the response by sectors to climate change and provide solutions to enable the transition.

There was no separate entry process for this award – the judges were looking for evidence of climate leadership within the entries to the other categories. This is consistent with the need for the response to climate change to be embedded within business as usual within the finance and accounting professions.

The chosen examples of climate leadership will be recognised at the 2019 awards ceremony.

# What does climate change mean for business?



Climate change is likely to drive some of the most profound changes to businesses in our lifetimes.

Impacts on products and services, supply chains, loss of asset values and market dislocation are already being caused by more frequent and severe climate-related events.

Visit [www.deloitte.co.uk/climatechange](http://www.deloitte.co.uk/climatechange) a new website from Deloitte in collaboration with ICAEW and supported by A4S.

Use the online resources to help you think through the challenges and future-proof your business.

**The time to act is now!**

# The Finance for the Future story





## Finalists from 31 countries since 2012



Australia  
Belgium  
Brazil  
Canada  
Cyprus  
Denmark

Ecuador  
Finland  
France  
Germany  
Haiti

China  
India  
Indonesia  
Ireland  
Kenya

Mauritius  
Myanmar  
New Zealand  
Norway  
Pakistan

Poland  
Singapore  
South Africa  
Spain  
Switzerland

The Netherlands  
Turkey  
UK  
US  
Zimbabwe

# Meet the judging panel

**Chair of 2019 judging panel****Russell Picot**

Special Advisor to the Task Force on Climate-related Financial Disclosures (TCFD)

**Joe Allanson**

EVP, Chief Accountant and Controller  
Salesforce

**Julie Baddeley**

Chair  
Chapter Zero

**Richard Barker**

Professor of Accounting  
Saïd Business School  
University of Oxford

**Richard Carter**

Lecturer  
West Suffolk College

**Susan Davy**

Chief Financial Officer  
Pennon Group

**Paul Druckman**

Non-executive Director  
Financial Reporting Council

**Rodney Irwin**

Managing Director  
Redefining Value and Education  
WBCSD

**David Allen**

Chief Executive  
Wates Group

**Sam Baker**

Partner  
Monitor Deloitte

**Shaun Beaney**

Corporate Finance Manager  
ICAEW

**Fong Yee Chan**

Senior Product Manager –  
Sustainable Investment  
FTSE Russell

**Simon Dietz**

Professor of Environmental Policy  
Department of Geography  
and Environment  
London School of Economics  
and Political Science

**Jessica Fries**

Executive Chairman  
A4S

**Leon Kamhi**

Head of Responsibility  
Hermes Investment Management



**Philippa Kelly**  
Head of Financial Services  
ICAEW



**John Lelliott**  
Board Member  
Capitals Coalition



**Charmian Love**  
Co-Founder and Co-Chair  
B Corporation



**Virginia Massaro**  
Deputy Director of Finance  
Chelsea and Westminster Hospital  
NHS Trust



**Mardi McBrien**  
Managing Director  
CDSB



**Charles Nichols**  
Chair, Investment and funding  
committee  
Unilever UK Pension Fund



**Will Oulton**  
Global Head Responsible Investment  
First State Investment



**Veronica Poole**  
UK & Global Head of Accounting  
and Corporate Reporting  
Deloitte



**Martin Rich**  
Co-founder and Executive Director  
Future-fit Foundation



**Brigitte Rousseau**  
Chief Financial Officer  
Sévis Finansye Fonkoze



**Helen Slinger**  
Executive Director  
A4S



**Peter Vermeulen**  
Chief Financial Officer  
National Trust

# Innovative project award

This award recognises innovative projects, led by, or with, the clear involvement of the finance team, which have the potential to transform an organisation into a more sustainable one.



## **City of Vancouver, (Canada)**

### **Summary of entry**

The City of Vancouver is implementing a Social Value Procurement Framework in its procurement of resources and relationships. This is with a view to increasing economic opportunities accessible for all citizens, improving their independence and capacity while advancing reconciliation, equity, inclusion, diversity and wellbeing. The Framework is contributing to a diversified supply chain as well as economic benefit for the city.

### **Judges' comments**

The ambition of Vancouver to award 50% of its contracts to social and diverse businesses by 2023, under its Social Value Procurement Framework, is both inspirational and commendable. It is being implemented in a sensitive way that will increase economic opportunities for all its diverse citizen groups.



## **Hindustan Unilever Limited (HUL), (India)**

### **Summary of entry**

Hindustan Unilever Limited (HUL) is India's largest fast-moving consumer goods company with a heritage of over 80 years. Project Shakti is HUL's door-to-door selling operation, which financially empowers women in rural India by helping them become micro entrepreneurs, equipping them to sell Unilever products in low income rural communities.

### **Judges' comments**

The Shakti programme is an impressive initiative that, to date, has financially empowered more than 100,000 women in rural India. By teaching them various aspects of how to run a retail business, from inventory to distribution management, it has increased the average income of a Shakti household and enhanced the lives and status of the women within their communities.



## **Sainsbury's Supermarkets Ltd, (UK)**

### **Summary of entry**

In 2016, Sainsbury's embarked on a review and value chain analysis of tuna sourcing, to ensure that business volume requirements could be sustained in a cost-effective way while meeting sourcing policy. As part of the process, Sainsbury's worked with OceanMind to understand and develop its digital capability. Satellite-derived fishing vessel data and other relevant data sources are now utilised to independently verify legality and specific method of capture. This innovative approach facilitated the realisation of commercial benefit, mitigated supply and reputational risks associated with illegal fishing, and provided robust assurance relating to responsible sourcing for customers.



### Judges' comments

This pioneering initiative offers tremendous potential for retailers globally to embrace sustainable fishing practices. Sainsbury's can-do attitude in finding a solution to verify legal tuna fishing, when many stakeholders perceived this would not be possible, and its partnership with OceanMind, is to be commended.



### Steamaco, (UK)

#### Summary of entry

Steamaco makes smart meters that have been tailored to the needs of energy suppliers in rural Africa so that they can supply unconnected communities without loss of payments. Their innovative design features allow them to operate anywhere by allowing SMS for data transfers. Steamaco aims for its smart meters to be a key player in cutting carbon emissions and improving the social and economic quality of life for people in unconnected communities. Finance has played a key role in developing the low-cost meters.

### Judges' comments

Steamaco is helping to build the energy grids of the future through its advanced smart meters. They are connecting the unconnected to renewable supplies of electricity and improving their social and economic quality of life. The result is an end-to-end solution that provides revenue protection for energy suppliers, a return on capital for investors and the opportunity for consumers to manage their energy use.



### Xylem Inc., (US)

#### Summary of entry

Xylem (XYL) is a global water technology company committed to developing innovative technology solutions to the world's water challenges. It has established a five year unsecured sustainability-linked Revolving Credit Facility of \$800m. The facility's interest rate is index-linked to Xylem Inc.'s overall sustainability performance as rated by Sustainalytics, an independent global provider of environmental, social and corporate governance (ESG) ratings. Improvements in Xylem Inc.'s sustainability performance will reduce interest rates under the facility.

### Judges' comments

Xylem's commitment to improve its own performance on ESG is impressive. It's sustainability-linked \$800m five-year revolving credit will be assessed independently by Sustainalytics. This new approach, one of the first of its kind globally, is creating real internal alignment with its sustainability goals and is attracting positive interest from both investors and business.

# Building sustainable financial products award

This award recognises organisations that have developed new financial products or services that are aimed at driving both commercial and sustainable outcomes.



## **Accounting for Energy, (UK)**

### **Summary of entry**

Accounting for Energy specialise exclusively in renewable energy land rent audits. Its royalty audits help UK landowners to get the best commercial returns from the renewable energy produced on their land. It benchmarks the performance of clients' renewable energy projects against all similar projects across the UK and performs an in-depth historical financial analysis to ensure all potential revenue streams have been captured. Accounting for Energy then demonstrates how much the project has contributed to the environment and works with the associated energy company to correct any underpayments.

### **Judges' comments**

The judges noted that Accounting for Energy identified and addressed a unique niche in the market – the information asymmetry between landowners and renewable energy companies. Their collaborative approach with the energy companies and land agents creates transparency with landowners and could encourage significant growth in renewable energy generation in the UK.



## **Contact Energy, (New Zealand)**

### **Summary of entry**

In 2017, Contact Energy, a provider of electricity, natural gas, broadband, solar and renewable energy, obtained green certification for its entire NZ\$1.8bn funding portfolio using a unique, programmatic approach – the largest Climate Bonds Initiative certification to date. This enabled Contact to access the benefits of green finance in an efficient, innovative and transparent way and provide a strong financing platform for future renewable generation development. It also provides investors with the ability to invest in a broad range of debt instruments, including Contact's inaugural 2019 green bond issue – the first certified green issuance by a corporate in New Zealand. This unique approach has generated interest from other issuers domestically and globally, attracted by the efficient, flexible structure of the programme.

### **Judges' comments**

The judges were impressed by the holistic approach of Contact Energy, with the company's principles, in harmony with the national spirit, embedded throughout their business decisions. The company's commitment to finding new sources of renewable energy is significant in New Zealand. More widely, their approach to reducing the cost of green certification could be influential elsewhere.



## **Ecology Building Society, (UK)**

### **Summary of entry**

Ecology Building Society has been committed to building a more sustainable future for over 35 years, by providing lending for properties and projects that have a positive environmental or social impact. Ecology's pioneering range of 'C-Change' discounts incentivise energy efficiency by reducing the mortgage rate based on the property's energy performance. Ecology is also a leading lender for community-led housing, which typically deliver affordable and comfortable energy-efficient homes, reducing bills, tackling fuel poverty and decarbonising housing. As part of its wider commitment to sustainable development, Ecology is also working to reduce both its carbon footprint and wider use of resources.

### **Judges' comments**

The judges were impressed with the overall goal of Ecology Building Society in funding the improvement of the existing UK housing stock, effectively implemented via their 'C-Change' product. The monitoring process over the course of the loan has a good level of granularity, with ambitious plans for improving this in the future.



A brighter way

## **Octopus Investments, part of the Octopus Group, (UK)**

### **Summary of entry**

Unlike other managers of venture capital trusts, at the core of Octopus is the drive to deliver sustainable, ethical solutions that generate value for both its customers and society. Octopus has spent the last two years speaking to fleet operators up and down the UK, understanding their challenges as they look to transition to zero-emission fleets. Octopus has delivered an innovative financing solution that wraps vehicle cost, energy infrastructure and local grid reinforcement into a pay-as-you-drive service. Aligning monthly repayments with vehicle use and benefits minimises the operator's down-time risk and optimises their cash flow, providing economic and environmental benefits.

### **Judges' comments**

The judges noted that Octopus Investments' financing solution is a well thought through and clever product. It makes the expensive change to electric vehicles more accessible to fleet owners and individual drivers, giving them the simplicity of a package solution. The judges see the potential that this project has as a catalyst for improving the UK's electric vehicle infrastructure.



## **Rabobank, (The Netherlands)**

### **Summary of entry**

Rabobank, a Dutch cooperative bank, has introduced the Planet Impact Loan for farmers, with an interest discount based on their scores on the Biodiversity Monitor for dairy farming. The Monitor is a new innovative tool developed together with the World Wildlife Fund, Royal Friesland Campina and the Sustainable Dairy Chain to quantify biodiversity results of dairy farmers with the aim of developing new revenue models. Key performance indicators relate to climate, land use, loss of minerals, soil, landscape and species. Farmers can be rewarded through supply chain partners and stakeholders, benefiting from farming for improved biodiversity.

### **Judges' comments**

The judges found this pilot to be an interesting and effective example of how big industry and financial institutions can work together to help companies be more sustainable. They liked the very practical approach to the biodiversity of farms, a project that is literally 'in the weeds' and making a change from the bottom up.



## **ZigWay, (Myanmar)**

### **Summary of entry**

ZigWay, a provider of microfinance in Myanmar, has built a lending platform that directly or through financial institutions enables low-income families in Myanmar to access nano-loans. Its app has been specially built for easy adoption and lending features were designed to provide an alternative to the service of informal money lenders. It is fast, flexible, convenient lending but at a fraction of the price.

### **Judges' comments**

The judges were inspired by the social impact of ZigWay. As an innovative start-up it makes affordable finance more accessible to a large proportion of the population of Myanmar, particularly women on low incomes. The programme empowers women to break the cycle of accessing finance through informal moneylending, and helps get children back into school.



# Communicating integrated thinking award



This award recognises organisations that are demonstrating clearly, by communicating to their providers of financial capital, how sustainability is embedded into their overall strategy and decision-making process.



## **ABN AMRO** ABN AMRO Group N.V., (The Netherlands)

### *Summary of entry*

ABN AMRO, a Dutch bank, believes integrated thinking and integrated reporting lead to better decision-making, which ultimately leads to long-term value creation. In its Integrated Annual Review and Impact Report, it describes how it creates value for stakeholders and that financial information and non-financial information both play a part in the decision-making process. This is an important incentive for ABN AMRO to encourage further integrated ways of thinking. ABN AMRO is the first bank in the world to publish an Impact Report.

### *Judges' comments*

ABN AMRO's core strategy refresh puts its clients' sustainability transition at its heart. Their sleek 'core and more' approach puts the Integrated Review at the centre of its communications suite.



## **Severn Trent Plc, (UK)**

### *Summary of entry*

Over the last two years, Severn Trent – one of the 10 regulated water and sewerage companies in England and Wales – renewed its focus on its social purpose, which has driven both change in its business decisions and how it communicates what it does. The response it has received has been very positive:

- its business plan was one of only three awarded 'fast-track status' – a vote of confidence from Ofwat, its economic regulator;
- it has been named a pathfinder company with the Purposeful Company Taskforce; and
- as its CFO James Bowling notes: 'By focussing in on our social purpose in our communications we've sparked the interest of many new ESG-focussed investors'.

### *Judges' comments*

The judges were particularly impressed with the social purpose that Severn Trent has embraced. The suite of communications clearly articulates their commitment to this, and also provides examples of how integrated thinking has been embedded.



## **Tideway, (UK)**

### **Summary of entry**

The Thames Tideway Tunnel will be a major new sewer in London, which is urgently needed to protect the tidal River Thames from pollution. It is being delivered by Tideway, an independent regulated company. Tideway aligned the financing of the project to the company's significant sustainability commitments by approving a green bond strategy. It then published a Green Bond Framework and issued six green bonds for a total of £775m. Treasury spearheaded a green finance communication strategy to attract and retain investors and worked with the sustainability department to align the framework and reporting with the relevant UN Sustainable Development Goals.

### **Judges' comments**

The Tideway team presented a really significant sustainability project with true legacy impact. Tideway's comprehensive communications support their green bond commitments and their infectious enthusiasm is reflected throughout.



## **Yorkshire Water, (UK)**

### **Summary of entry**

The Six Capitals approach launched in 2017 has enabled Yorkshire Water – one of the 10 regulated water and sewerage companies in England and Wales – to align its integrated and impact-driven decision-making framework with its financing. This created a Sustainable Finance Framework from which the company's future financing requirements will be raised and labelled as sustainable.

The Framework showcases to investors its embedded integrated approach, and how Yorkshire Water will use it to report the total impact of the business to all stakeholders. The Yorkshire Water Investors Presentation 2019 is the medium it used to communicate the Framework to investors when raising the first sustainability bond from a UK company.

### **Judges' comments**

The judging panel was particularly impressed with how Yorkshire Water used its Six Capitals Framework to successfully raise finance through their sustainability bond. The power of the Six Capitals approach is demonstrated through all communications and will sit at the heart of the forthcoming Impact Report.

# Driving change through education, training and academia award



This award recognises contribution to driving action towards integrated thinking through education, training and academia. Entries must be relevant to the accounting or finance community.



## **Accounting Bissim, (UK)**

### **Summary of entry**

Accounting Bissim is a flexible and realistic facilitated business simulation which has been developed specifically to support accounting and finance courses. Learners act as the board of directors to make key business decisions, apply accounting and finance tools and concepts, and interpret financial information with the aim of building a long-term sustainable business. Business decisions cover production, marketing, HR, finance, R&D and, importantly, sustainability initiatives. Decisions are input to a computer model that generates the financial and non-financial outcomes. This promotes a holistic approach to accounting, finance and business management where sustainability is an integral part of decision-making.

### **Judges' comments**

Accounting Bissim engages learners in an interactive and fun activity to increase sustainable decision-making in business. The way in which sustainability is a standard parameter embedded within R&D, marketing, HR, production and finance decisions encourages learners to build long-term sustainable businesses.



## **Climate Change & Finance at Imperial College Business School, (UK)**

### **Summary of entry**

The work on Climate Change & Finance at Imperial College Business School addresses the financial challenges brought about by climate change. It drives change within the financial industry through its research and further education activities. Research aims to fill the knowledge gap about the business case for a global zero-carbon transition. Research is relevant, timely and accessible, specifically targeted to a financial audience, defining and quantifying investment risks and opportunities. Its mission is to make an impactful contribution by increasing investment in climate change-mitigating solutions by educating financial stakeholders and the next generation of financial professionals.

### **Judges' comments**

The multi-disciplinary approach taken, combined with the clear focus on finance, builds a compelling and distinct offering in the climate education of finance professionals. Its focus on mainstreaming and accessibility across the business school, and to professionals outside the education space, demonstrates a dynamic approach to an urgent issue.

## CSEAR **Centre for Social and Environmental Accounting Research (CSEAR), (UK)**

### Summary of entry

CSEAR is a membership-based organisation that collectively explores the implications of, and the possibilities for, social, environmental and sustainability accounting and reporting. CSEAR's largely academic members, often from professional accounting backgrounds, promote deliberation, research and engagement on social and environmental accounting through a wide range of activities. These include an annual UK international conference, regional conferences and workshops around the world, early career workshops and mentoring programmes, practitioner forums, a member newsletter, and an official CSEAR journal – the *Social and Environmental Accountability Journal*.

### Judges' comments

CSEAR has delivered significant change in academia in its lifetime to date. It is difficult to imagine what social and environmental accounting would look like had CSEAR not existed. The judging panel was particularly impressed with the passion of individuals involved and their determination to create a space for the evolution of accounting practice.



## **Harvard Business School: Business and Environment Initiative (BEI) and Social Enterprise Initiative (SEI), (US)**

### Summary of entry

These two Harvard Business School initiatives focus on societal challenges too complex for any one discipline or industry to solve alone. Through their networks of leading thinkers and practitioners, they develop, test, and refine intellectual ideas and frameworks that challenge existing paradigms, examine innovative financial tools, and explore complexities within impact measurement. By embedding these research innovations within their Executive Education and MBA curricula and disseminating their publications to educational institutions worldwide through Harvard Business Publishing, they prepare today's and tomorrow's business leaders for a world in which the tools of finance drive social value.

### Judges' comments

The scope of Harvard Business School's circle of influence with business leaders is significant – using this to raise the profile of sustainability issues is commendable. The introduction of sustainability into core business school syllabuses, and the role the school plays in originating data, builds legitimacy in the academic sphere on issues such as climate change.

## The Thinking Ahead Institute, (UK)

### Summary of entry

The Thinking Ahead Institute is an influential membership group of institutional investors (with stewardship responsibility for over US\$12 trillion of assets under management). It was set up to drive change in the investment industry globally for the benefit of the end saver.

A key element of its initiative is to drive the integration of sustainability in investment through thought leadership, collaborative research papers and the development of new tools. Integral to this is showing leadership in integrated thinking to inspire a shift to a more sustainable investment model by, among other things, promoting the benefits of integrated reporting for value creation activities.

### Judges' comments

The co-creative approach used by The Thinking Ahead Institute is refreshing and distinctive. Ideas are built with the investment industry rather than for the industry, which gives a level of authenticity to its work. The Institute shows commitment to transparency and trust – particularly in openly publishing feedback from its members. The sustainability beliefs assessment encourages self-reflection and cultural change within its membership, focusing on embedding sustainability in investment decisions.

# Investing and financing award

This award recognises the adoption of an integrated approach across core investment and financing processes within financial services.



## **Carbon Delta AG, (Switzerland)**

### **Summary of entry**

Carbon Delta is a Zurich-based data analytics firm that specialises in identifying and analysing the climate change resilience of publicly-traded companies. It identifies how much a company's value is potentially affected by climate change. This allows its clients in investment management and insurance to protect assets, optimise performance and reach sustainability goals. Carbon Delta strives to make its 'Climate Value-at-Risk' assessment an industry standard for systemically factoring climate change into investment decisions.

### **Judges' comments**

Carbon Delta is focusing on information of particular importance to investors and financial institutions: what value is at risk in a company or portfolio arising from climate change? By considering both physical and transition risks, Carbon Delta has developed a platform that considers factors that can lead to financial impacts, including potential future costs or asset valuations. As a result, the judges agreed that Carbon Delta's approach could help to direct capital to low-carbon business models.



## **DNB ASA, (Norway)**

### **Summary of entry**

DNB is Norway's largest financial institution. Through its role as an employer, investor, lender, facilitator and provider of financial infrastructure, DNB plays a significant role in the economy and society. DNB believes that in order to maintain its competitive edge and succeed in the future, companies will need to take responsibility for making society a better place, and consider both risks and opportunities with a long-term perspective. This philosophy underpins the company's approach to investment, engagement and, increasingly, lending decisions. It has developed a responsible investment standard for its operations to ensure that the company does not contribute to the infringement of human and labour rights, corruption, unacceptable greenhouse gas emissions or serious environmental harm.

### **Judges' comments**

The judges were impressed by DNB's thorough and diligent approach to embedding ESG into their systems and processes, including as part of their overall measurement metrics. DNB is making notable progress in informed engagement with companies, based on well-developed themes. These are integrated across all portfolios and into longer-term ambitions. The bank has also taken important steps to put ESG criteria into their lending business – for example, by introducing lending criteria such as clauses for end-of-life disposal.

## **Globalance Bank, (Switzerland)**

### **Summary of entry**

Globalance Bank's mission is to educate, inspire and empower investors to invest in companies which are seeking to address global challenges and invest in a positive future. Its value proposition comes from focusing on future-oriented investment strategies and enhancing transparency through digital innovations such as the Globalance Footprint®. Its approach includes offering portfolios and investment strategies in line with the Paris Agreement. This is an innovative approach to private banking.

### **Judges' comments**

Globalance has developed an approach to investment that empowers asset owners to make the financial system more resilient and sustainable. It has developed an effective approach to evaluating impact, including bespoke data tools and effective engagement to supplement data sets. The bank also offers effective dashboards and communications to asset owners on the footprints of their portfolios. Globalance is effectively focusing on financial performance, growth of its business and high standards of customer service.



## **Industrial Development Bank of Turkey (TSKB), (Turkey)**

### **Summary of entry**

TSKB is headquartered in Istanbul, and was established in 1950 with the support of the World Bank and the Central Bank of Turkey and shareholding of private commercial banks. It is Turkey's first privately-owned development and investment bank. Since its foundation, TSKB has been supporting Turkey's sustainable growth – for example, investing in renewable energy projects since 2002. Today, nearly three quarters of its loan book comprises sustainability-themed investments. This approach is embedded within the organisation, for example through a sustainability committee that has representation from board members and operational management. The bank has set sustainability targets for sustainable finance, human resources and for wider social and environmental impacts. Progress is reported through the bank's integrated report.

### **Judges' comments**

The judges felt that TSKB has developed a holistic approach to embedding sustainable development in the organisation, from the mission through to delivery. This is evident, for example, in the finance and operations functions represented on TSKB's board-led sustainability committee and their efforts to share expertise through consulting subsidiaries. The judges also noted that TSKB has consistently adopted good practices in sustainable development and reporting, including participation in global initiatives in responsible banking.

## P I M C O PIMCO, (USA)

### Summary of entry

PIMCO, a global investment management firm, is playing a role in moving global bond markets towards financing a more sustainable future. As a leader in the industry, PIMCO is well positioned to spearhead this positive change. Its approach to ESG investing rests on two pillars. First, integrating ESG analysis in the firm's broad investment process. PIMCO does this because it believes it makes good investment sense, consistent with its goal of generating attractive risk-adjusted returns. Second, it has built a platform for ESG-centred solutions for investors seeking greater positive environmental and social impact in their portfolios.

### Judges' comments

As a fixed income investor, PIMCO impressed the judges with its commitment to incorporate ESG into its mainstream business, both in equities and debt markets. This is an agenda it has been pursuing for a number of years, and has played an active role in international initiatives seeking to drive systemic change. PIMCO is developing systems for ESG integration that build on the existing global expertise in research and analysis, allowing them to achieve scale and leverage, and also gave examples of impact achieved through engagement. The judges agreed that PIMCO is well positioned to achieve positive change through its size and influence.



# Embedding an integrated approach award



This award recognises finance teams, leadership in embedding integrated thinking and decision-making across their organisation. This will be transformational in achieving sustainable business models and delivering long-term value.



## **ABN AMRO, (The Netherlands)**

### *Summary of entry*

In 2018, ABN AMRO, a Dutch bank, announced a refreshed strategy and new purpose, 'Banking for better, for generations to come'. This new purpose is about sustainability in its fullest form. It is about creating long-term value and positive impact for all its stakeholders. This is the tangible result of its integrated approach and the outcome of a longer journey to stimulate integrated thinking within ABN AMRO. Integrated thinking was initiated by the strategy and sustainability department together with the finance department. ABN AMRO has created a bank-wide integrated thinking community with representatives from all business lines and functions.

### *Judges' comments*

ABN AMRO, through its pioneering framework, is ensuring their value drivers are front and centre in their strategy and risk management. Embracing integrated thinking and reporting is clearly helping them to live their purpose.



**Landsec**

## **Landsec (Land Securities Properties Ltd), (UK)**

### *Summary of entry*

As an owner and operator of property, Landsec is exposed to both risk and opportunity from climate change. To address this, Landsec made a public commitment to implement the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This led to extensive research, financial modelling and scenario analysis, and resulted in financial reporting against the TCFD recommendations in its 2019 Annual Report. As well as providing investors with transparent climate-related financial risk information, Landsec now uses its research to inform property investment, development, operational and divestment decisions in an integrated way. Leadership on climate risk supports Landsec's ambition to act early, positioning its business for the conditions ahead, and taking a long-term view of value creation and protection.

### *Judges' comments*

The work Landsec has done on TCFD and how that has been embedded across the organisation to drive decision-making is to be commended. Their consideration of environmental and climate change implications is obviously driving benefits.



## **SSE plc, (UK and Republic of Ireland)**

### **Summary of entry**

SSE, an energy company in the UK and Ireland, has set four fundamental goals for 2030 which put sustainability at the heart of its business strategy and the financial objectives of the group. These goals are not just important to SSE, they matter to everyone and are directly linked to the four United Nations Sustainable Development Goals (UN SDGs) that are most material for SSE:

- Affordable and Clean Energy – SDG7
- Decent Work and Economic Growth – SDG8
- Industry, Innovation and Infrastructure – SDG9
- Climate Action – SDG13

The successful fulfilment of these goals will advance the company's vision of being a leading energy provider in a low-carbon world.

### **Judges' comments**

SSE accepts the responsibility of its sector in decarbonising the economy. It has placed the Global Goals at the centre of its strategy. This is integrated across the business with clear targets linked to remuneration and it has raised ESG-linked finance to support the achievement of its goals.



## **Stora Enso, (Finland)**

### **Summary of entry**

Stora Enso is a leading provider globally of renewable solutions in packaging, biomaterials, wooden constructions and paper. Sustainability is a core element in its strategy and integrated in everything it does. Its sustainability agenda encompasses the social, environmental and economic responsibility of its operations throughout the value chain. The agenda is based on the classic triple bottom line model. Stora Enso has the long-term aim of securing funding partners that have sustainability as a fundamental part of their agenda. It has issued a green bond (SEK 6bn) to finance an acquisition of sustainably-managed and certified forest in Sweden. Additionally it has incorporated CO2 reduction targets as a pricing element in its revolving credit facility.

### **Judges' comments**

The judges were impressed with the maturity of Stora Enso's approach to doing business in a sustainable way, which is based around its integrated economic, social and environmental agenda. Sustainability is embedded in all financial processes and the quality of its non-financial information, which is subject to the same rigour as financial information and reasonably assured, has helped in raising sustainable finance.



## **Tata Consultancy Services Ltd (TCS), (India)**

### **Summary of entry**

TCS is an IT services, consulting and business solution provider. It's commitment to create long-term sustainable value stems from Tata Group's abiding concern for society and environment. A concern captured in the words of the Founder, Jamsetji Tata: 'In a free enterprise, the community is not just another stakeholder in our business, but it is in fact, the very purpose of its existence.' At TCS, sustainability is embedded into everything it does. The guiding principle is 'Impact through Empowerment', where outcomes and measurable impacts are delivered through a long-term sustained effort.

### **Judges' comments**

The organisation's guiding philosophy of focusing on planet, profit and people shone through the entry. The finance team is clearly involved in that philosophy and takes pride in the business and what it contributes socially.



## **Tesco plc, (UK)**

### **Summary of entry**

Tesco plc is a UK-based multinational retailer. 'Every little help makes a big difference' is a core value at Tesco. It drives what it does every day by focusing on its people, its products and its places – the three pillars of the Little Helps Plan. These pillars help Tesco to manage risks and opportunities from some of the key global issues facing the industry, from climate change to food waste. The Little Helps Plan is fully integrated into business plans across the group and every market has a clear three-year roadmap, as part of the financial long-term planning process.

### **Judges' comments**

Through its Little Helps Plan, Tesco is leveraging its influential position with consumers to shift behaviours and it is gaining the attention of mainstream investors and analysts. The finance team has clearly been an integral part in driving this forward and ensuring quality of data.



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