



RI TRANSPARENCY REPORT

2018

Leaders Arena

About this report

This report is an export of the individual Signatory organisation responses to the PRI Service Provider Reporting Framework during the 2018 reporting period. It shows your responses to mandatory indicators, as well as responses to voluntary indicators that your organisation has agreed to make public. You will be able to access the public RI Transparency report of your organisation and that of other signatories on the [PRI website](#).

The information is presented exactly as it was reported. Where an indicator offers a response option that is multiple-choice, all options that were available to the signatory to select are presented in this report. Presenting the information exactly as reported is a result of signatory feedback which suggested the PRI not summarise the information. As a result, the reports can be extensive. However, to help easily locate information, there is an **Index** which highlights where the information can be found and summarises the indicators that signatories complete and disclose.

Understanding the Index

The Index summarises the response status for the individual indicators and modules. It can be used by stakeholders as an 'at a glance' summary of reported information and to identify particular themes or areas of interest.

All indicators within a module are presented below. The status of indicators is shown with the following symbols:

Symbol	Status
✓	The signatory has completed all mandatory parts of this indicator
☑	The signatory has completed some parts of this indicator
🔒	This indicator was not relevant for this signatory
-	The signatory did not complete any part of this indicator.
⚠	The signatory has flagged this indicator for internal review

Within the table, indicators marked in blue are mandatory to complete. Indicators marked in grey are voluntary to complete.

Index

Organisational Overview			
Indicator	Short description	Status	Disclosure
OO 01	Basic information	✓	Public
OO 02	Reporting year	✓	Public
OO 03	Signatory category and services	✓	Public
OO 04	Other offerings/business activities	🔒	n/a
OO 05	Breakdown of ESG coverage	✓	Asset mix disclosed in OO 06
OO End		✓	-

Strategy and Governance			
Indicator	Short description	Status	Disclosure
SG 01	Responsible investment policy	✓	Public
SG 02	Publically available policies	✓	Public
SG 03	Norms used to develop policies	✓	Public
SG 04	Policy offerings to clients	✓	Public
SG 05	ESG/RI in business offerings	✓	Public
SG 06	Outsourcing of services	✓	Private
SG 07	Providing training/education	✓	Public
SG 08	Applying, advancing and promoting the PRI principles	✓	Public
SG 09	Actions taken to promote responsible investment	✓	Public
SG 10	Long term trends	✓	Public
SG 11	Interaction with asset owners	✓	Public
SG 12	Aligning approach with investor goals	✓	Public
SG 13	ESG recommendations not aligned with investor goals	✓	Public
SG 14	Seeking feedback from clients	✓	Public
SG 15	Managing conflicts of interest	✓	Public
SG End		✓	-

Advisory and Consultancy

Indicator	Short description	Status	Disclosure
AC 01	Advisory and consultancy services	✓	Public
AC 02	Assets under advisement	✓	Private
AC 03	Fiduciary manager services	✓	Public
AC 04	ESG in contracts with clients	✓	Private
AC 05	Custodian services	🔒	n/a
AC 06	RI and ESG in clients' investment policy development	🔒	n/a
AC 07	ESG incorporation into strategic asset allocation	🔒	n/a
AC 08	Scenario analysis and/or modelling	🔒	n/a
AC 09	Demonstrating value on asset allocation	🔒	n/a
AC 10	Investment research activities	🔒	n/a
AC 11	Demonstrating value on investment research	🔒	n/a
AC 12	ESG in manager selection, appointment and monitoring	🔒	n/a
AC 13	Manager selection activities	🔒	n/a
AC 14	Incorporating asset owners' investment principles in selection of manager	🔒	n/a
AC 15	ESG in selection due diligence	🔒	n/a
AC 16	Monitoring investment managers on ESG	🔒	n/a
AC 17	Reporting back to asset owners	🔒	n/a
AC 18	Demonstrating value on manager selection, appointment and monitoring	🔒	n/a
AC End		✓	-

Leaders Arena

Reported Information

Public version

Organisational Overview

PRI disclaimer

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Basic Information

OO 01

Mandatory

Public

Descriptive

OO 01.1 Select the location of your organisation's headquarters.

United Kingdom

OO 01.2 Indicate the number of countries in which you have offices (including your headquarters).

- 1
- 2 - 5
- 6 - 10
- 11 - 50
- >50

OO 01.3 Indicate the regions where you have offices.

- Africa/Middle East
- Asia (excluding Japan & Korea)
- Australasia
- Canada
- Continental Europe
- Japan & Korea
- Nordic
- South America
- UK & Ireland
- US

OO 01.4 Indicate the approximate number of staff in your organisation in full-time equivalents (FTE).

FTE

2

OO 01.5 Additional information.[OPTIONAL]

Leaders Arena forms a team of highly specialised consultants, offering a unique skillset in the marketplace bringing together world-class ESG expertise. Please visit our website for more on our team. <https://www.leadersarena.global/>

Reporting Year

OO 02	Mandatory	Public	Descriptive
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OO 02.1 Indicate the year end date for your reporting year.

31/12/2017

Signatory category and services

OO 03	Mandatory	Public	Gateway
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OO 03.1 Indicate which of the following categories reflect your core offering or main business activity:

- Reporting
- Active Ownership Services
- Advisory and Consultancy
- Research and Data Provision
- Other, specify (1)
- Other, specify(2)

OO 03.2 Indicate any other business activities that your organisation offers. Indicate whether you wish to report on these business areas.

- Reporting

Reporting

- Yes
- No

- Active Ownership Services

Stewardship Services

- Yes
- No

- Research and Data provision
- Other, specify (3)
- Other, specify (4)
- None of the above

Leaders Arena

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Public version

Strategy and Governance

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Responsible investment policy

SG 01

Mandatory

Public

Gateway

SG 01.1

Describe how your organisation's philosophy incorporates environmental, social and governance factors, and the link to your business offerings.

Our entire business model is built on the premise of creating purposeful ESG dialogue between companies and investors. As professional service partners, we recognise that we have considerable influence over how our clients address ESG issues. Leaders Arena acknowledges the relevance of ESG issues to investment management, and commits to providing, promoting and improving services that support the implementation of the Principles for Responsible Investing.

With presence in Europe and the United States Leaders Arena Advisory Services aims to provide unparalleled tactical support and strategic guidance to optimise Environmental, Social and Governance (ESG)-related communication with the markets.

Our proprietary research tools and methodology gives clients insight into the ESG integration practices at asset owners and managers. In addition, our services such as engagement support, helps bring investors together with corporates in order to conduct purposeful dialogue. Our support helps provide decision-useful ESG information to the markets.

SG 01.2

Indicate whether you have internal policies that formalise the incorporation of your beliefs in your business offerings.

Yes

SG 01.3

Indicate the components/types of your internal policy

Policy components/types

- Policy setting out our overall ESG/RI approach
- Formalised guidelines on environmental factors
- Formalised guidelines on social factors
- Formalised guidelines on corporate governance factors
- Formalised guidelines on engagement approach
- Formalised guidelines on (proxy) voting approach
- Other, specify (1)

Our firm is dedicated to improving communications between investors and listed companies so every offering fulfils this purpose.

- Other, specify (2)
- None of the above

SG 01.4

Indicate how these are put into practice internally across the organisation.

- Regular employee training on RI/ESG
 - Regular RI/ESG policy awareness building for employees
 - Establishment of policy review committee/team
 - Remuneration linked to achieving ESG objectives
 - Annual performance incentives
 - Other, specify (1)
 - Other, specify (2)
 - Other, specify (3)
 - Other, specify (4)
- No

SG 02**Mandatory****Public****Descriptive****SG 02.1**

Indicate which of your policy documents or statements (if any) are publicly available. Provide the URL and an attachment of the document.

Policy or document name

- Other, specify (1)
- Other, specify (2)
- We do not publicly disclose our policy documents

SG 03**Mandatory****Public****Descriptive****SG 03.1**

Indicate what standards you have used to develop your organisation's policies. Tick all that apply.

- UN Principles for Responsible Investment
- UN Global Compact Principles
- UN Guiding Principles on Business and Human Rights
- Universal Declaration of Human Rights
- UN Sustainable Development Goals
- International Bill of Human Rights
- International Labour Organisation Conventions
- IFC Performance Standards
- United Nations Convention Against Corruption
- OECD Principles of Corporate Governance
- OECD Guidelines for Multinational Enterprises
- Other, specify (1)
SASB
- Other, specify (2)
GRI

- Other, specify (3)
- Other, specify (4)
- Other, specify (5)
- None of the above

SG 03.2	Additional information. [OPTIONAL]
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As we serve our clients we analyze a variety of frameworks and work with our clients to analyze factors that are most relevant for their business.

SG 04	Mandatory	Public	Descriptive
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SG 04.1	Indicate whether you offer standard, off the shelf, policies to clients as part of your product offerings, and/or whether you create tailored versions for individual clients.
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	Off the shelf	Tailored
Asset class-specific RI guidelines	<input type="checkbox"/>	<input type="checkbox"/>
Sector-specific RI guidelines	<input type="checkbox"/>	<input type="checkbox"/>
Screening/exclusions policy	<input type="checkbox"/>	<input type="checkbox"/>
Engagement policy	<input type="checkbox"/>	<input type="checkbox"/>
(Proxy) voting policy	<input type="checkbox"/>	<input type="checkbox"/>
RI guidelines set out within the Investment Policy Statement (IPS)	<input type="checkbox"/>	<input type="checkbox"/>
RI guidelines set out in a freestanding RI policy	<input type="checkbox"/>	<input type="checkbox"/>
Multi-year RI implementation project plan	<input type="checkbox"/>	<input type="checkbox"/>
Conflict of interest management policy	<input type="checkbox"/>	<input type="checkbox"/>
Stockbroker allocation policy	<input type="checkbox"/>	<input type="checkbox"/>
Securities lending policy	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify (1)	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify (2)	<input type="checkbox"/>	<input type="checkbox"/>
Other, please specify (3)	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input checked="" type="checkbox"/>

SG 04.3

Additional information. [OPTIONAL]

We don't believe in one-size-fits-all solutions; instead, we approach each client relationship in a way that brings fresh, relevant insights. We are proud to offer our clients specific, customized support and tools.

SG 05

Mandatory

Public

Descriptive

SG 05.1

Briefly describe how you include ESG/RI factors as part of your business offerings.

Business area

Reporting

How you include ESG/RI factors

Our firm is dedicated to helping improve ESG communication between investors and listed companies; therefore, our reporting services help clients focus on best practices and improvements to communication between investors and corporates. Therefore, in offerings for our clients, we are able to use our deep ESG experience to deliver every project with improvement to ESG as the main goal and outcome.

Active Ownership Services

How you include ESG/RI factors

Our firm is dedicated to helping improve ESG communication between investors and listed companies; therefore, our active ownership services help clients focus on best practices and improvements to communication between investors and corporates so that dialogues can be effective. Therefore, in offerings for our clients, we are able to use our deep ESG experience to deliver every project with improvement to ESG as the main goal and outcome.

Advisory and Consultancy

How you include ESG/RI factors

Our firm is dedicated to helping improve ESG communication between investors and listed companies; therefore, our advisory and consultancy services help clients focus on best practices and improvements to communication between investors and corporates. Therefore, in offerings for our clients, we are able to use our deep ESG experience to deliver every project with improvement to ESG as the main goal and outcome.

SG 05.2

Indicate the roles in your organisation, and indicate for each whether they have oversight and/or implementation responsibilities for ESG/RI.

Roles present in your organisation	Oversight/accountability for RI	Implementation of RI
Board	<input type="checkbox"/>	<input type="checkbox"/>
Directors	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Chief Executive Officer (CEO), Chief Financial Officer (CFO)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other chief-level staff	<input type="checkbox"/>	<input checked="" type="checkbox"/> Please specify Senior ESG Consultant
Other heads of department	<input type="checkbox"/>	<input type="checkbox"/>
Dedicated ESG/RI staff	<input type="checkbox"/>	<input type="checkbox"/>
Other role, specify (1)	<input type="checkbox"/>	<input type="checkbox"/>
Other role, specify (2)	<input type="checkbox"/>	<input type="checkbox"/>
Other role, specify (3)	<input type="checkbox"/>	<input type="checkbox"/>
Other role, specify (4)	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>

SG 05.3

Indicate how you ensure ESG/RI expertise for the roles where there are RI oversight/accountability or implementation responsibilities.

- Staff training on ESG/RI incorporation
- Including ESG/RI knowledge factors in personal development goals
- Having development plans that aim to enhance ESG/RI knowledge of certain departments/teams/individuals
- Including ESG in selection requirements when hiring new employees
- Other, specify (1)
- Other, specify (2)
- Other, specify (3)
- Other, specify (4)

SG 05.4 Indicate whether your organisation has any ESG/RI linked incentives for its employees.

- Yes
 No

SG 07

Mandatory

Public

Descriptive

SG 07.1 Indicate whether you provide training/educational services on ESG/RI. Tick all that apply.

- Board/trustee training
 Investment manager training
 Regulatory bodies/authorities or public policy makers
 Corporate executive training
 ESG analyst training
 Other, specify (1)
 Other, specify (2)
 Other, specify (3)
 Other, specify (4)
 None of the above

SG 07.2 Describe the main components of your training/educational services on ESG/RI and any variations depending on the group you provide training/education to.

Our firm is dedicated to helping improve ESG communication between investors and listed companies; therefore, our services may include the education of corporate executives on ESG trends, how they impact their company and why it is important to communicate to investors on these important issues.

SG 07.3 Describe whether these training/educational services include any commercial elements.

Yes, the tools we use to educate corporate executives are commercial in nature.

SG 08

Mandatory

Public

Descriptive

SG 08.1 Describe how your organisation applies, advances and promotes the PRI Principles.

We believe that the long-term sustainability of society and corporations can be benefitted by effective dialogue between investors and corporates, in order to share and implement best practices. Because of this, our firm's entire purpose is dedicated to helping improve this ESG-related communication between investors and listed companies. In doing this we help advance and promote the following Principles:

- 1) #2 Engagement: our services help ensure productive, thoughtful meetings and correspondences between companies and investors in discussing ESG issues. Healthy dialogue between investors and companies is most effective when both sides are prepared and can thoughtfully share their perspectives. Our tools are instrumental in bringing about this goal. We also help arrange roadshows where investors and companies meet face to face to discuss their ESG equity story.
- 2) #1 and #3: Our services help ensure information is available to investors so that they can properly evaluate companies on ESG factors. Through this we are helping evaluate materiality, close information gaps, and allow first-hand knowledge sharing between companies and investors.

SG 09	Mandatory	Public	
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SG 9.1 Indicate which of the following actions your organisation has taken to promote responsible investments during the reporting year, independently of collaborative initiatives.

- Provided or supported education or training programmes for clients, investment managers, legal advisers or other investment organisations
- Provided financial support for academic or industry research on responsible investment
- Encouraged better transparency and disclosure of responsible investment practices across the investment industry
- Spoken publicly at events and conferences to promote responsible investment
- Written and published in-house research papers on responsible investment
- Encouraged the adoption of the PRI
- Written and published articles on responsible investment in the media
- Policy engagements and other interactions
- Other, specify

SG 9.2 Additional information. [OPTIONAL]

SG 10	Mandatory	Public	Descriptive
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SG 10.1 Indicate which of the following long-term trends are addressed in your product outputs.

- Changing demographics

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices.

- Climate change

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices. We also offer specialized services focused on climate change, particularly around TCFD reporting, the Climate Action 100+ initiative and target setting.

- Resource scarcity

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices.

Technology developments

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices.

Other, specify (1)

Cybersecurity

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices.

Other, specify (2)

Tax transparency

SG 10.2 Explain how this long-term trend affects your product outputs.

Helping our clients stay abreast of long-term trends such as this helps them report on, find KPIs to help measure, and integrate into business practices.

None of the above

SG 11

Mandatory

Public

SG 11.1

Indicate whether you interact with asset owner clients.

Yes, we do

No, we do not

SG 12

Mandatory

Public

Descriptive

SG 12.1

Describe how you align your organisation's philosophy on and approach to ESG/RI with investor goals.

Describe

This is not relevant for my organisation

SG 13

Mandatory

Public

Descriptive

SG 13.1

Describe what steps you take, if any, when your ESG recommendations are not in line with investor goals.

- Describe
- This is not relevant for my organisation

SG 14

Mandatory

Public

Descriptive

SG 14.1

Indicate whether you seek feedback from clients on your RI/ESG services and product offerings

- Yes

SG 14.2

Describe how you use this feedback in your RI/ESG services and product offerings.

As a service provider, we always look for ways to improve our services so that we can be as value-added as possible. Therefore, as we work with clients we seek feedback as we aim to improve and use this feedback to expand our service offerings.

- No

SG 15

Mandatory

Public

Descriptive

SG 15.1

Indicate whether your organisation has a policy for managing potential conflicts of interest.

- Yes

SG 15.2

Describe how you manage potential conflicts of interest.

While we monitor and closely manage interactions with clients, the risk of conflicts within our business is very low.

SG 15.3

Describe how you ensure that company employees do not derive any personal gain from the use of information collected during your work process.

Our employees are bound by an agreement to safeguard any client information collected or learned throughout our interactions. While we monitor and closely manage interactions with clients, the risk of potential personal gain from the information collected throughout our business is very low.

- No

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Public version

Advisory and Consultancy

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Advisory and Consultancy

AC 01

Mandatory

Public

Gateway

AC 01.1 Indicate whether your services include any of the following.

- Custodial services
- Investment policy development
- Strategic asset allocation
- Investment research
- Manager selection and monitoring
- Other, specify (1)
Advisory and Consultancy
- Other, specify (2)

AC 01.2 Describe how you ensure that your clients understand your service offerings and fee structure.

Before beginning work with a client we clearly outline the services to be performed as well as the fee that will be collected.

AC 03

Mandatory

Public

AC 03.1 Indicate whether you provide fiduciary management services.

- Yes, we do
- No, we do not