ROBECO
The Investment Engineers

THE INTRODUCTORY GUIDE TO ROBECOSAM GLOBAL SDG ENGAGEMENT EQUITIES

TURNING CATERPILLARS INTO BUTTERFLIES

Sustainable Investing Expertise by ROBECOSAM

1. INTRODUCTION

The UN Sustainable Development Goals (SDGs) provide us with a blueprint to create a more sustainable future. Achieving the 17 SDGs and their targets requires a level of cooperation that has never been seen before. Multilateral organizations, governments, civil society groups and companies all must work together in order to change the complex societal patterns that underpin today's unsustainable production patterns and inequalities.

With the power to direct financial flows, the financial sector is key to the SDGs' successful implementation. The first investors have started to direct their investments towards companies that can positively contribute to sustainable development. These typically use best-in-class investment strategies that look for companies that are already making a strong contribution.

The problem here is that this approach fails to support those companies that are still in their transition – those companies that could make a great contribution if they are given a nudge in the right direction.

A more change-orientated approach

The RobecoSAM Global SDG Engagement Equities strategy aims to address this by adopting a more forward-thinking and change-oriented approach towards SDG investment. It makes use of the full range of stewardship tools at our disposal, from sustainable asset allocation to active company engagement.

By investing in those companies that are often overlooked when it comes to sustainable development, we are able to define a clear SDG engagement strategy for each holding, unlocking sustainable impact where it is most needed. We hope that our strong portfolio management and the unprecedented level of integration of Robeco's stewardship capabilities into what were previously uncharted waters will take our clients on a new journey of investing for impact and return.

Achieving the SDGs is likely the biggest challenge of our times, and while the strategy actively seeks to create real-world impact, we are very aware that the systemic change needed for a sustainable future requires global action. By creating this product, we hope to exemplify what investor-led partnerships for the goals can achieve.

2. WHAT ARE THE SDGS?

The SDGs are 17 objectives for improving human society, ecological sustainability and the quality of life published by the United Nations in 2015. They cover a broad spectrum of sustainability topics, ranging from eliminating hunger and combating climate change to promoting responsible consumption and making cities more sustainable.

All countries – no matter how rich or poor – have agreed to work towards achieving the 17 SDGs by 2030, thereby establishing a 15-year timeframe for progress. The goals are part of 'Transforming our World: the 2030 Agenda for Sustainable Development' and are branded by the UN as "a blueprint to achieve a better and more sustainable future for all".

The SDGs succeed the Millennium Development Goals, which were eight objectives launched in 2000. They included a commitment to eradicate extreme poverty and hunger, achieve universal primary education, and combat HIV/AIDS. Developed from 2012 using a global consultation period in which more than one million people gave their inputs, the SDGs are much broader in scope – and they apply to all countries, not just those earmarked as 'developing'.

Targets and indicators

The 17 goals have 169 underlying targets and 232 approved indicators, which are used to track progress towards achieving them. For example, the targets for SDG 3 (good health and well-being) aim to end premature mortality, halt the spread of communicable diseases such as malaria and HIV/AIDS, and promote the attainment of affordable universal health coverage. The indicators measure such factors as a country's child mortality rate, the number of new malarial or HIV infections, and the number of people covered by health insurance.

In terms of tangible investing, health care companies can contribute to SDG 3 by developing drugs that combat certain diseases, or by improving people's access to affordable medicines. Conversely, some companies may negatively contribute to the SDGs, by producing harmful products such as tobacco or firearms.

Tracking progress

All 193 UN member states adopted the SDGs, and are expected to track their progress in achieving these objectives. The UN Statistics Division (UNSTATS) has primary responsibility for collecting countries' metrics on the SDGs. These can be accessed via 'SDG Indicators', the UN's Global SDG Database.

Other initiatives are helping to monitor progress. The online publication SDG Tracker was launched in June 2018 and backed by Our World in Data – a joint project between the University of Oxford and the non-governmental organization Global Change Data Lab. It collects data on all indicators relevant to the SDGs.

Another project is the Global SDG Index and Dashboards Report. The SDG Index does more than track performance with respect to all 17 goals; it also ranks countries in terms of their achievements, thereby facilitating comparisons. This annual publication is co-produced by Bertelsmann Stiftung, a foundation run by the German Bertelsmann media group, and the UN's Sustainable Development Solutions Network.

We can all play our part

The 'call to action' that lies at the heart of the SDGs is that unlike most UN initiatives, the 17 goals are not just aimed at governments or NGOs, but the whole of society. It presents both a challenge and an opportunity, aimed equally at businesses and investors, who are seen as key to achieving the goals.

It means the SDGs are unique, as it is the first time in history that a global plan has been drawn up to promote social well-being, economic development and ecological sustainability. What is more, this plan applies to all countries and involves everyone.

How investors can play their part in this global plan and progress the SDGs through investment will be discussed fully in this brochure.

3. WHAT IS ENGAGEMENT?

Engagement is a long-term active dialogue by investors to improve the environmental, social and governance (ESG) factors of investee companies. This offers the opportunity to discuss sustainability risks and opportunities with companies and provides them with insights into investors' expectations of corporate behavior.

In this way, investors encourage companies to adopt more sustainable practices so that they can create a competitive advantage and are more likely to be successful over the long run. Ultimately, this improves the risk/return profile of their securities. Effective engagement can therefore benefit companies, investors and society at large.

Engagement typically runs over a three-year period, during which engagement specialists have regular contact with company representatives and track progress against engagement objectives. Often they combine their efforts in collaborative engagement initiatives with other institutional investors. The outcome of the engagement efforts is communicated to analysts, portfolio managers and clients, enabling them to incorporate this information into their investment decisions.

Enhanced engagement

Enhanced engagement is used to negotiate with companies in special cases to tackle a major issue of concern for investors. It typically involves a breach of the UN Global Compact on an important ESG issue. Some recent cases of enhanced engagement have involved companies that are heavily polluting the environment, are embroiled in socially unacceptable issues such as the use of child labor, or are involved in corporate governance scandals like bribery or corruption.

An enhanced engagement program usually takes place over three years in which the company must meet certain pre-arranged targets for improvement. This could be steps taken to remove pollutive practices, the eradication of labor abuse in supply chains, or resolving exposure to corruption.

Failure to do so will lead to the company being put on an exclusion list which removes their access to capital. Exclusion is however used as a last resort, as most of the enhanced engagement successfully resolves the issue.

Engagement since 2005

Robeco has engaged with companies since the Active Ownership team was created in 2005. The team now engages with around 250 companies a year on issues ranging from carbon footprints to more serious concerns over labor standards or supply chains in conflict areas.

Each year, four or five new engagement themes are launched to tackle subjects of interest after consultation with clients, the investment teams and external partners. For 2022, the overarching theme is protecting the planet through the pursuit of net-zero emissions and protecting biodiversity. A post-Covid theme of improving diversity and inclusion in the workplace will also begin.

Prior themes include engagement with the financial institutions which are funding higher-carbon companies without getting decarbonization commitments in return, along with the emitters themselves. And some more specialized themes can be adopted, for example one which seeks to reduce addiction in the gaming industry and the practices that encourage it.

Companies and also governments

Engagement applies only to investee companies with a view of improving their ESG metrics, thereby benefiting the relevant strategy that hold its equities or credits. The creation of the RobecoSAM Global SDG Engagement Equities product is the first time it has been directly used in an investment strategy itself.

In recent years, engagement has been extended to governments on issues of concern where Robeco holds the country's sovereign bonds. Robeco held talks in 2020 with the government of Brazil about deforestation of the Amazon, and in 2021 with the Indonesian government to express similar concerns about palm oil plantations.

4. TURNING CATERPILLARS INTO BUTTERFLIES WITH SDG ENGAGEMENT EQUITIES

The strategy itself caps a long history of innovation, ingenuity and venturing into the unknown at Robeco. We have long believed in the power of sustainable investing to effect real change, much of which can be achieved through active ownership, combined with a strong pioneering spirit.

We also believe that it is no longer acceptable to simply pursue profits or returns at the expense of the wider environment or society. Modern investing – and the capitalism system in general – should aim to create both wealth and well-being. All these concepts are embodied in RobecoSAM Global SDG Engagement Equities.

The strategy is unique at Robeco in many ways, not least in how it chooses companies based on what they're not doing right. In this way it seeks companies that are a work in progress rather than the finished article; in fact, some of them are laggards that other strategies won't touch.

What they do have in common is a massive potential to improve their contributions to the SDGs through engagement over a three-year period. As we have long believed that more sustainable companies make higher risk-adjusted returns, improvement through engagement should eventually feed through into higher returns in the future. So, it becomes a win-win.

Robeco SDG Framework

Finding these companies is done through the proprietary Robeco SDG Framework developed in 2018 for our first suite of strategies targeting the SDGs. This assesses companies' contribution to the SDGs on a scale of -3 for those companies making a highly negative impact on the goals, to +3 for a company making a highly positive impact. A zero score means it is neutral.

Standard SDG strategies target companies that are already on the positive scale, often seeking only those with +2 and +3 scores. SDG Engagement Equities differs in that it looks for companies scoring -1, 0 or +1 on the framework scale. This is shown in the graphic below:

Global universe (1,500 companies)

PRODUCT	Quantifying contributions		+3 High	15%	Investible universe
			+2 Medium	20%	
			+1 Low	23%	
PROCEDURE	Quantifying contributions	SDG Score	0	18%	55%
			-1 Low	14%	
CONTROVERSIES	Quantifying contributions		-2 Medium	6%	
			-3 High	4%	

Source: Robeco

Unique arrangement

In order to know which companies offer the best potential, the strategy includes an engagement expert as one of its portfolio managers – an arrangement that is also unique at Robeco.

Experienced investment managers Michiel Plakman and Daniela da Costa are joined by Peter van der Werf, Senior Manager for Engagement, in the stock-picking process. The full team is shown below:

RobecoSAM Global SDG Engagement Equity experienced management team and SDG supervisory team

FUND MANAGEMENT

Michiel Plakman
Senior PM Global Stars Equities
20+ years experience in global equities
Industry: 1995
Firm: 1999

Daniela da Costa
PM Emerging Markets Equities
20+ years experience in EM equities
Board member of AMEC[1]
Industry: 1997
Firm: 2010

Peter van der Werf
Senior Manager Engagement
14 years experience in engagement
Industry: 2011
Firm: 2011

CLIENT PORTFOLIO MANAGEMENT

Hauke Ris
Head of Client Portfolio Management
CPM Sustainable Global & European Equity
Industry: 1999
Firm: 2012

SDG SUPERVISORY

Jan Anton van Zanten
SDG Strategist
Chair, SDG Committee[2]
PhD, The role of companies in achieving the SDGs
Industry: 2014
Firm: 2020

Giacomo Moroni
SI Research Associate
Secretary, SDG Committee[2]
Industry: 2019
Firm: 2020

1. AMEC: Associação de Investidores no Mercado de Capitais. Elected as a board member of the Brazilian engagement platform in 2018.
2. Robeco has an SDG Committee responsible for maintaining and upgrading the SDG mapping framework used in our investment process, and to ensure that the systems and processes in place are of the highest quality.

"The companies we seek are in principle good companies in terms of return on investment and free cash flow generation, but are not yet there yet in terms of sustainability," says Plakman, Head of Global Equity at Robeco. "Therefore, SDG Engagement Equities applies a unique engagement strategy to each of the companies in the strategy."

"We think that by actually speaking to them, engaging with them, and really partnering with those companies, we can materially improve the contribution that they can make to one or more of the SDGs. And so that's really the vision and the idea behind the product."

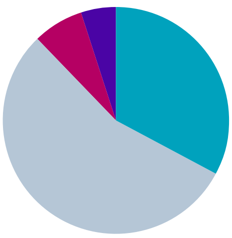
Not-so-best-in-class

It means turning the traditional ‘best in class’ model on its head. “Those that are currently best in class have already understood what they need to do in terms of contributing to the SDGs,” says Plakman. “There’s also a group of companies that will likely never get it right – the minus twos and minus threes – what you might call the worst in class.”

“But there’s a whole host of companies that are in the middle, and we concentrate on them because that’s what offers the most opportunity for improvement. We believe that by focusing on this narrow group of companies, our impact as an asset manager can actually be the largest.”

Ironically, making the intended impact means a company falls out of scope. “When the SI mapping is done, we’ve had companies that were actually promoted from a +1 to +2 and so have they have fallen out of the eligible range for our strategy,” Plakman says.

The regional breakdown of holdings: more than half of companies are based in North America



Region	Percentage
Europe	33%
North America	55%
South America	7%
Pacific	5%

Highly diversified

The investment process and engagement strategy lead to a highly concentrated portfolio of just 25-35 stocks. Having such a concentrated portfolio does not mean being constrained in any other way.

“The beauty of it is we try to explore all the aspects of being able to contribute to the SDGs, and the 17 goals are highly diversified,” says Da Costa, portfolio manager with the Robeco emerging markets team. “It means we have a very diversified portfolio.”

“It’s a global strategy where we try to assess which companies have the best potential, and then try to guide them. In the end it’s about engaging with companies that we believe have the potential for good sustainability long term.”

“It’s very much a bottom-up approach,” says Da Costa. “We look at the bottom-up ideas and therefore sometimes there will be deviations from shorter-term performance because we are seeking a return over three years.”

Active management AND active ownership

Adding the engagement expertise is Peter van der Werf, who works with the Active Ownership team to identify what’s possible to achieve by engaging. It means active management is uniquely combined with active ownership – the first time in Robeco’s history that someone with a background outside active management has been directly involved in picking stocks.

“Once we know what’s engageable, we can leverage the expertise of the specialists within the global equities team and emerging markets team who know these companies well,” says Van der Werf. “We’ve usually already spoken to their managements from previous encounters, often when we’ve met them at conferences or other events.”

“What’s unique about the engagements carried out in service of this strategy, is that we get to the central question: what is the value of your company to society? As companies recognize the urgency for change, we have started to see many turn towards active investors to get feedback on how to best align their strategies with the sustainable future captured by the SDGs.”

SDG Engagement Equities highlights:

- A high-conviction, fundamental investment strategy
- Aims to make a measurable improvement in a company’s contribution to the SDGs
- Selection is based on companies’ ability and willingness to engage over 3-5 years
- The portfolio consists of 25-35 of the most attractive global stocks
- A low expected turnover and an active share of over 80%
- More than EUR 1.2 billion in assets under management at April 2022
- 29 share classes hedged and unhedged in four currencies

BASIC NEEDS	HEALTHY PLANET	SUSTAINABLE SOCIETY	EQUALITY & OPPORTUNITY	ROBUST INSTITUTIONS
SDG 2 ZERO HUNGER 2%	SDG 7 AFFORDABLE AND CLEAN ENERGY 6%	SDG 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 31%	SDG 1 NO POVERTY 0%	SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 9%
SDG 3 GOOD HEALTH & WELL-BEING 19%	SDG 12 RESPONSIBLE CONSUMPTION & PRODUCTION 9%	SDG 8 DECENT WORK AND ECONOMIC GROWTH 25%	SDG 5 GENDER EQUALITY 5%	SDG 17 PARTNERSHIPS FOR THE GOALS 2%
SDG 4 QUALITY EDUCATION 0%	SDG 14 LIFE BELOW WATER 3%	SDG 11 SUSTAINABLE CITIES AND COMMUNITIES 6%	SDG 10 REDUCED INEQUALITIES 0%	
SDG 6 CLEAN WATER AND SANITATION 4%	SDG 15 LIFE ON LAND 2%	SDG 13 CLIMATE ACTION 4%		

Source: RobecoSAM impact data. Data as of 31-12-2021

Targeting the right companies

Experience has shown that some of the 17 SDGs are more investible than others. As can be seen in the graphic above, the portfolio has 31% of its assets in companies contributing to SDG 9 (industry, innovation and infrastructure) and 25% targeting SDG 8 (decent work and economic growth).

Conversely, it's more difficult to find listed companies contributing to wider issues such as education, poverty and inequality, since these spaces tend to be dominated by not-for-profit groups, or listed companies that already have high SDG scores.

And while the emphasis is on engagement, standard investment criteria on finding the most financially attractive companies still apply. The investment process focuses on three key criteria: targeting companies with a high return on invested capital (ROIC), a high free cash flow generation (FCF), and financially material factors that cover the whole ESG spectrum and not just those parts that are relevant to the SDGs.

The requirement for high ROIC and FCF generation in order to make returns while also helping the SDGs means the strategy has low exposure in very capital-intensive and low-ROIC businesses.

As such, the portfolio's largest sector exposures are to Information Technology, Health Care and Financials; there is limited exposure to Materials and Energy, and no exposure to Utilities.

Combined, the portfolio includes some highly cash generative household names that are chosen because of their engagement potential. The top 10 holdings (at December 2021) are shown below.

Holdings	SDG score	Country	Sector	Portfolio weight
Apple Inc.	0	US	IT	6.04%
F5, Inc.	1	US	IT	5.09%
STMicroelectronics NV	1	France	IT	4.34%
Anthem, Inc.	1	US	Health Care	4.06%
Salesforce.com, Inc	1	US	IT	4.06%
CBRE Group, Inc. Class A	1	US	Real Estate	3.78%
Nasdaq, Inc.	0	US	Financials	3.72%%
Sony Group Corporation	0	Japan	Consumer Discr.	3.66%
JPMorgan Chase & Co.	0	US	Financials	3.22%
Deutsche Boerse AG	0	Germany	Financials	3.17%
Total				41.13%

Source: RobecoSAM; Factset. Date as of 31-12-2021

The engagement process itself

Guiding the engagement are three key processes. The first is the construction of a company-specific SDG engagement case setting out specific, measurable, attainable, relevant and time-based (SMART) objectives. Then there is the engagement itself, providing in-depth and unique insights into companies' approaches towards sustainable development which feeds back into the research and investment process. Finally, the potential impact of the engagement is evaluated.

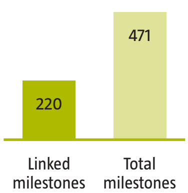
Each company is given clear milestones that they are expected to achieve during the three-year engagement period. This requires a clear understanding of the operational and product linkages between companies and the SDGs, and consequently, where those linkages can be strengthened through the engagement to deliver real-world value.

The milestones fall within five categories of objectives that have been set for all the engagements, each directed at concrete mechanisms that steer corporate behavior. These are making an impact plan to assess SDG contributions; reporting on the metrics used; setting realistic targets for achieving progress; engaging with other stakeholders; and integrating sustainability into the company's governance.

For the 35 companies in the portfolio, a total of 471 engagement milestones have been set up across the five objectives, each linked to either an overarching SDG or a specific target. These milestones have further been categorized according to the ESG issues they address. A summary of the issues that are examined can be seen in the graphic below:

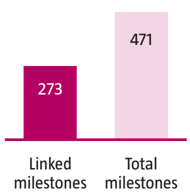
ENVIRONMENTAL

– Climate action
– Sustainable cities
– Agricultural productivity
– Waste management
– Clean energy



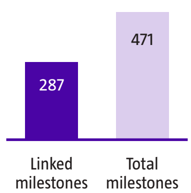
SOCIAL

– Gender diversity
– Human rights
– Public health
– Access to education
– Social equality



GOVERNANCE

– Tax accounability
– Human rights
– Economic equality
– Non-financial reporting
– Strong institutions



Source: Robeco

Building the corporate cases

Three Robeco teams are instrumental in building the SDG engagement cases: the investment team, SI Research, and the Active Ownership team.

- **The investment team** relevant for that SDG develops an investment case outlining their financial priorities and providing an understanding of the business challenges and opportunities each company is facing. These cases inform the feasibility of the directions we seek to encourage the companies to take.

- **Robeco's SI Research team** based in Zurich provides two elements: the actual SDG score using Robeco's proprietary SDG Framework, and an in-depth sustainability profile for the company's ESG metrics. This provides a complete overview of all financially material ESG topics for each company. Alignment with the Paris Agreement is also examined.

- **The Active Ownership team** recognizes the impact that the company currently exerts across three categories: its product, how it makes this product and whether it has been involved in any controversies. This utilizes the SDG Framework which is shown in the graphic below.

Proprietary SDG framework – consists of a three-step approach

STEP 1
What do companies produce?

Do products or services contribute positively or negatively to SDGs?

Positive contribution examples:
- Medicine, water, health care

Negative contribution examples:
- Shale gas, fast food, gambling

STEP 2
How do companies produce?

Does the company's business conduct contribute to SDGs?

Assess a company:
- Governance factors
- Pattern of questionable conduct?
- Differentiate between firms with highest SDG impact

STEP 3
Are controversies known?

Has the company been involved in controversies?

Examples of controversies:
- Spills
- Bribery and fraud
- Mis-selling

Source: Robeco

5. CASE STUDIES

How it works in practice can be seen in engagement with three portfolio companies: STMicroelectronics, Boston Scientific and Elanco Animal Health.

CASE STUDY ONE – STMicroelectronics

STMicroelectronics designs, manufactures and markets semiconductor integrated circuits and devices. We identified three SDGs of material importance: SDG 7 (affordable and clean energy), SDG 8 (decent work and economic growth) and SDG 9 (industry, innovation and infrastructure). STM was given an SDG score of +1 because of its progress along several KPIs that measure the SDG impact of the company's products.

For instance, since 71% of the company's sales come from analog and power-related products, this positively contributes to SDGs 8 and 9. STM's energy-efficient automotive, smart power and metering solutions appear to be greater than 15% of total revenue and therefore there is a positive contribution to SDG 7.

To improve their overall SDG score, STM would need to increase their revenue threshold from responsible products such as increased energy efficiency. This ambition is captured in milestone 3.1 which is linked to SDG sub-target 12.2 (achieve the sustainable management and efficient use of natural resources), as shown in the table below:

Engagement objective	Milestone ID	Milestone	SDG target
Impact plan	1.2	Investigate the end-use of the STM applications to track energy efficiency.	7.3
Target setting	3.1	By 2022, expand revenue targets for products that contribute to improved resource efficiency.	12.2
Target setting	3.2	Establish target for improving wastewater treatment and recycling (60% by 2023).	6.5

CASE STUDY TWO – Boston Scientific

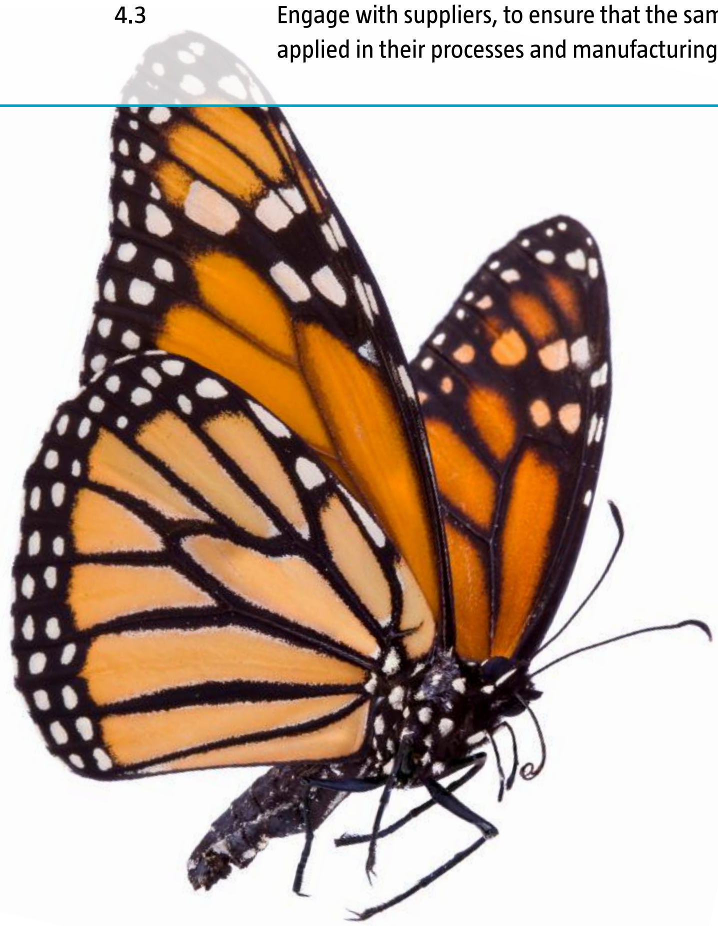
Boston Scientific produces less-invasive medical devices that are inserted into the human body through small openings or cuts. It manufactures medical devices and treatments primarily for cardiovascular, respiratory and pelvic conditions. It contributes positively to SDG 3 (good health and well-being).

The core topic of concern is product quality and safety, and how this is embedded in risk management frameworks and corporate culture. Robeco downgraded the company's SDG score due to higher mortality rates relative to its cardiovascular peers.

This underperformance is further exemplified by the high financial exposure to product liability lawsuits.

Boston Scientific said product quality and safety has been identified as a highly material topic. We stressed the importance of providing detailed information on the training provided to medical practitioners, integrating customer feedback and disclosing how product quality standards are applied across the supply chain. These topics relate to our milestones 3.2, 4.1 and 4.3:

Engagement objective	Milestone ID	Milestone	SDG target
Target setting	3.2	Review current training process, implement outcome and impact measurement for trainings, to improve their quality by end of 2022.	3.8
Target setting	4.1	Engage with practitioners (through advocacy groups, advisory boards and panels), as well as regulators, on product design, in order to improve product design and product training.	3.8
Stakeholder engagement	4.3	Engage with suppliers, to ensure that the same quality standards are applied in their processes and manufacturing.	12.7



CASE STUDY THREE – Elanco Animal Health

Elanco Animal Health develops, manufactures and markets products for animals bred for food or kept as pets. It offers a range of products used in cattle, sheep, goats, and pig meat production that can contribute to SDG 2 (zero hunger).

Its Elanco Knowledge Systems data service provides veterinary and statistical insights to protein companies. These insights are derived from data collected on the performance and health of their customers' livestock covering 50% of all the poultry in Eastern Europe and the Middle East. In future dialogues we will continue to encourage the company to make improvements in stewardship under milestone 1.1.

The company's East Africa program seeks to increase access to its animal health products in the region. The significance of this initiative for SDG 2 is the ability of these products to increase food security and protein consumption in an underserved region. The project is now profitable, and Elanco intends to grow that business unit and address the related challenges in doing so.

Engagement objective	Milestone ID	Milestone	SDG target
Impact plan	1.1	Improve its antibiotic stewardship to avoid antibiotic resistance by creating guidelines for a fair and sustainable use of antibiotics in farming animals by 2022.	2.4
Target setting	3.2	Expand its product offerings towards antibiotic alternatives, such as vaccines, prebiotics, probiotics and immune modulators, by 2025.	3.4
Stakeholder engagement	4.1	Engage with farmers through farming associations to implement better guidelines for correct use of medicines and antibiotics by 2022.	2.4

CONCLUSION

The SDGs are in everyone's interest: they will improve the lives and livelihoods of people around the world while safeguarding the natural environment. Investors have a key role to play in attaining this ambition, yet more action and investor cash is sorely needed to step up the pace for the SDGs. At Robeco, we offer a means to do this by offering products that can create wealth while also making a real-world impact focusing on contributing to the goals.

RobecoSAM Global SDG Engagement Equities is an innovative strategy that actively promotes the 17 goals. It incorporates a forward-looking fundamental equity investment strategy, integrates in-depth SDG expertise, and leverages Robeco's active ownership capabilities. A detailed engagement plan is made for each investee company, outlining how the company can improve its positive impacts on the SDGs. In this way, the strategy seeks to actively generate positive change towards the goals and helps companies transform towards a more sustainable future.

During its first six months, the managers have initiated engagement with all 35 portfolio companies on all of the 17 SDGs. We have held many engagement calls and filed one shareholder resolution. Next to this, we actively worked on setting up robust impact measurement and reporting frameworks which will be elaborated and tested in the year to come.

In the years ahead, we will be able to define to what extent our engagement is supporting companies in improving their impacts on the SDGs. Some of this is like our companies – a work in progress – but with the most enormous potential.

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