



## THE 20<sup>TH</sup> INTERNATIONAL OPERATIONS & MAINTENANCE CONFERENCE IN THE ARAB COUNTRIES

### ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) THEORY, PRACTICE & RELATION TO ASSET MANAGEMENT

Eng. Mohd Abu Afifeh,  
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### Agenda



- Introduction and Permeable
- Global Challenges
- ESG Definition & Concept
- ESG Metrics & components
- Develop and Implement an ESG Strategy
- ESG & UN-SDG'S
- ESG Framework, Road map & Impact of ESG on companies
- ESG SCORING and Reporting
- Major indices for ESG
- ESG AND Asset Management
- Conclusions







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# Global Challenges





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In 2022,  
**274 million**  
people are expected to need humanitarian aid, a 17% increase from the already record number in 2021.



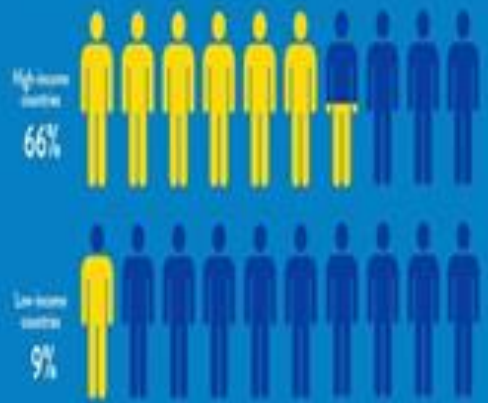
Source: Global Humanitarian Overview 2022, United Nations Office for the Coordination of Humanitarian Affairs

UNITED NATIONS  
WFP/UNOCHA

### COVID-19 Vaccination Rates

High-income countries: 66%

Low-income countries: 9%



■ People with at least one dose of the vaccine  
■ People that are unvaccinated

Source: UN Development Programme as of Oct. 18, 2021

UNITED NATIONS  
WFP/UNOCHA

### CLIMATE PROGRESS IN ACTION

Snapshot of Momentum Toward Net-Zero

- ✓ 105 world leaders signed on to a Global Methane Pledge
- ✓ The U.S. and EU launched an initiative to cut methane emissions by 30% by 2030
- ✓ There was an agreement to create zero-emissions shipping lanes
- ✓ France, Germany, the EU, UK, and U.S. pledged \$8.5 billion to help South Africa decarbonize its coal-heavy energy system

UNITED NATIONS  
WFP/UNOCHA

# Challenges facing the world today

## Population Growth

**7.8 bn** people today  
expect **9.8 bn** by **2050**

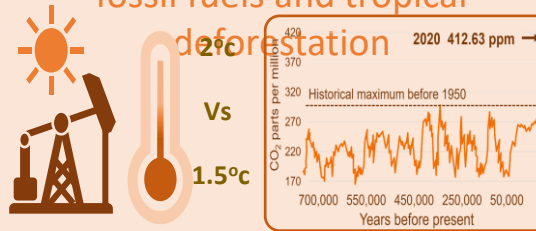


**Demand for food and energy**  
**Pressure on scarce resources**  
**Negative environmental impact**

Source: United Nations, 2020

## Climate Change

linked to fossil fuels and tropical



**Pushes planetary boundaries**  
**Accelerates biodiversity loss**

Source: NASA, NOAA, IPCC, 2020\*

## Deforestation

**4** commodities: soy, palm oil, beef,

**15,000** sq miles

tropical land destroyed  
each year



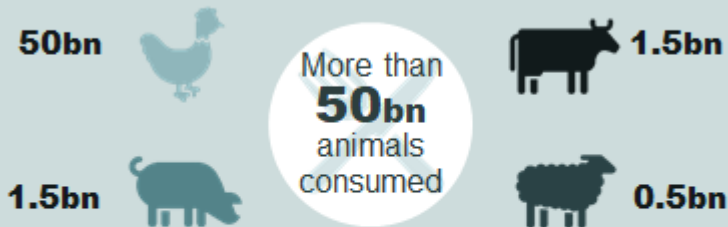
**Human intrusion biodiversity hotspots**

**Disruption and disturbance**  
**Ecosystem degradation**

Source: Union of Concerned Scientists, 2020

## Consumption & Production

Increasing demand for animal protein



**Unsustainable production & consumption**  
**Reduce food waste increase plant-based**  
**Tackle overuse and misuse of antibiotics**

Source: World Economic Forum, 2020

## Health & Wellbeing

**Ensure healthy lives**

**Combat communicable**



**Emergence of infectious disease**

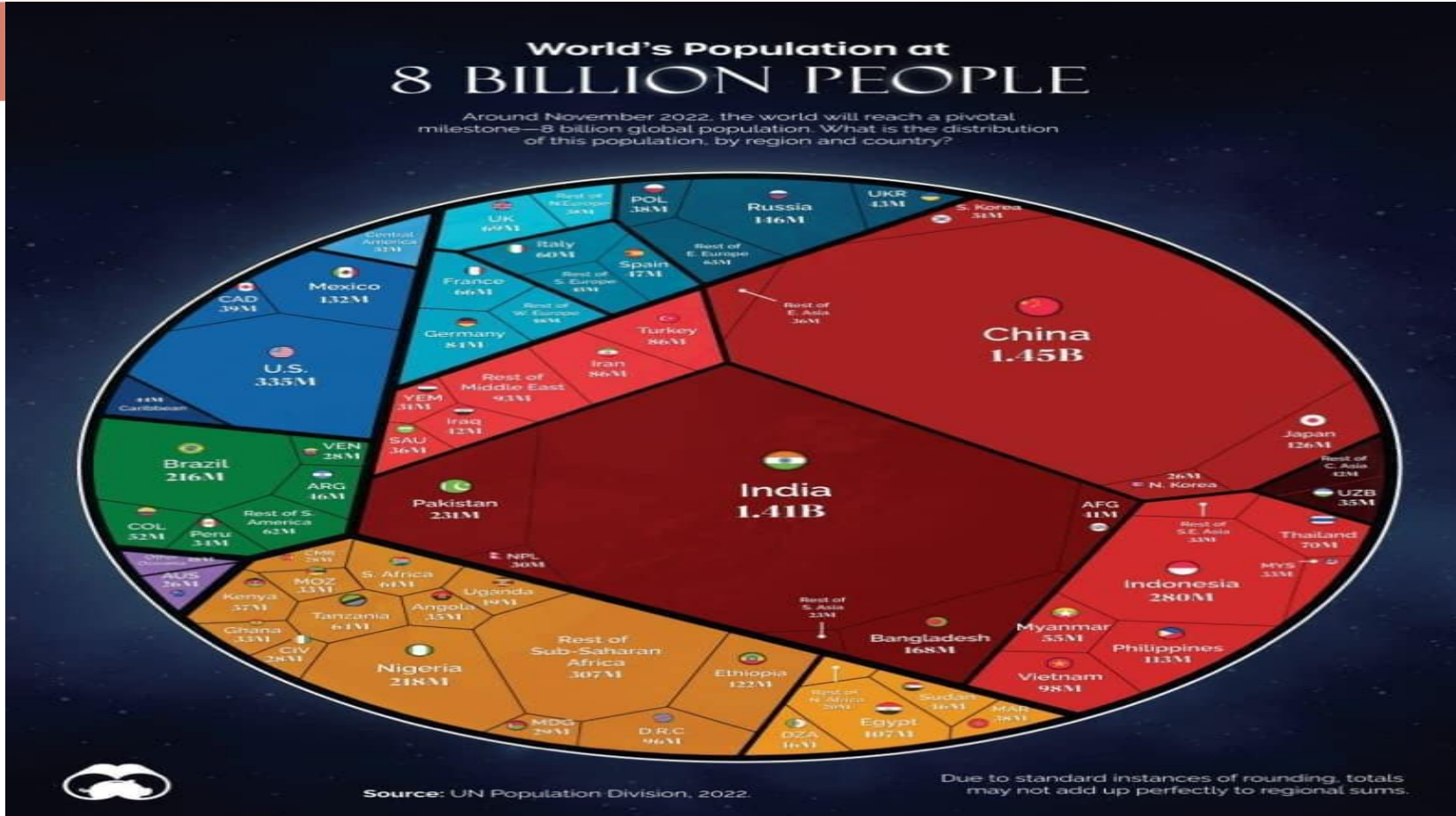
**Underprepared health systems**

Dislodged viruses





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# Global Context, Global Challenges

**The pandemic has changed the way we operate and work**

**Rising "Zero tolerance" towards irresponsible organisations by the younger generation**

**Societies and citizens push for action and greater justice**  
(#Agenda 2030, #SDGs #MeToo, Black Lives Matter, Gender Equality etc)

**Disruptive Technology**  
Digitalisation, new technologies and Artificial Intelligence are drastically changing societies and economies

**Stricter Climate risk and climate change regulations and laws by regulators and governments**

**New investor's focus upon tackling global challenges and minimizing risk by investing in cleaner, responsible and sustainable companies.**

**Search for new growth sources** (i.e. green economy, renewables etc), products, services and solutions (bonds) that will form the economic model of the future





## Why it matters?

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Businesses are **operating in a volatile and highly risky environment** of continuous change

Incorporating Sustainability & ESG **can help companies of all sizes to manage risk** more efficiently- especially mainly through their value chains

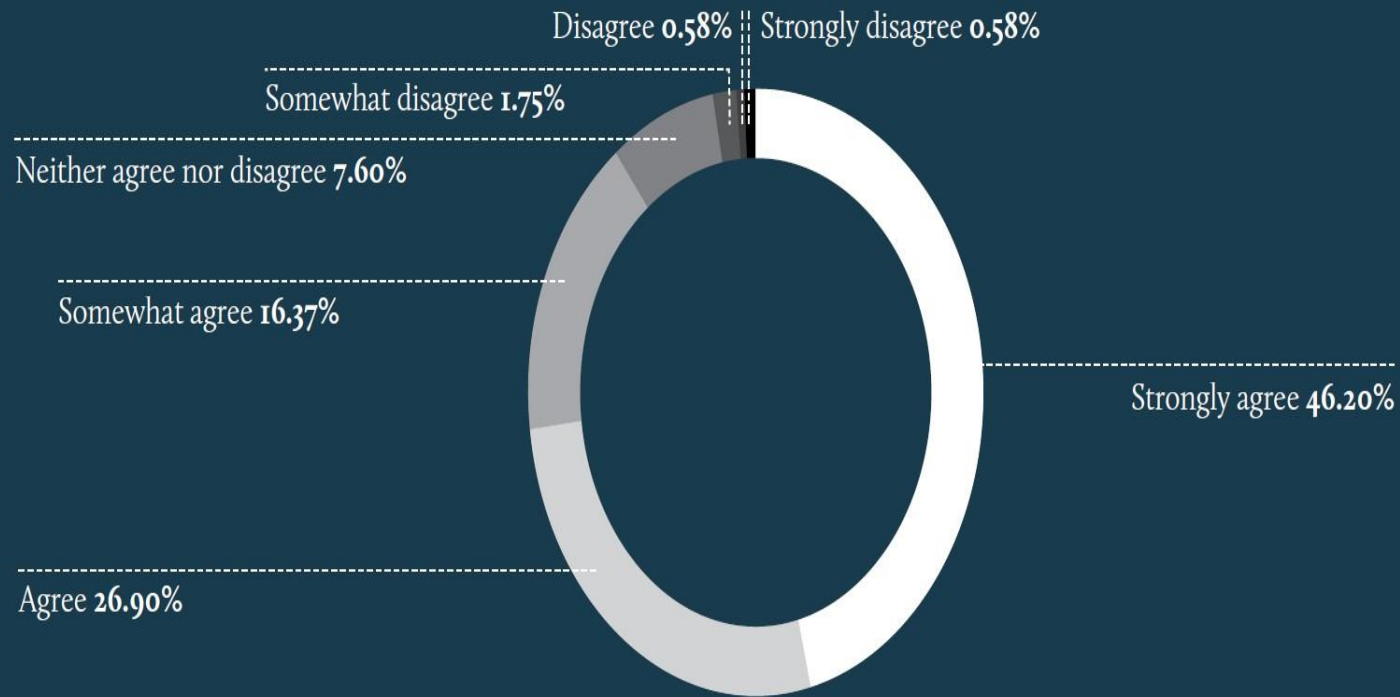
Provides companies with **a license to operate and an increased trust between the brand and its stakeholders**

More and more companies at the international or regional level are **demanding greater transparency** regarding sustainability/ ESG from their supply chains

ESG can help **identify opportunities** including:

- Achieve cost reductions
- Increase quality of products and services
- Better control of entire value chains (human and social rights, work practices etc.)
- Capitalize on new business opportunities from circular economy
- Gain access to crucial funding (i.e., EU funds, international donors, institutional investors and banks)
- Improve reputation
- Strengthen dialogue with a wider stakeholder base

### Ignoring sustainability will affect your company's ability to create value in the long term





# ESG Definition & Concept

# What is ESG?

- **ESG** means using Environmental, Social and Governance factors to evaluate companies on how far advanced they are with sustainability. Once enough data has been acquired on these three metrics, they can be integrated into the investment process when deciding what assets and equities to buy.



# What is ESG?

- Environmental, social and governance (ESG) :
- refers to a collection of corporate performance evaluation criteria that assess :
  - ✓ the robustness of a company's governance mechanisms and
  - ✓ its ability to effectively manage its environmental and social impacts.
- Examples of ESG data include the quantification of a company's:
  - *carbon emissions, water consumption or customer privacy breaches.*
- Institutional investors, stock exchanges and boards increasingly use sustainability and social responsibility disclosure information: **to explore the relationship between a company's management of ESG risk factors and its business performance.**

# Let's start by clarifying a few key terms

- **Sustainable Development:**
  - **The development that meets the needs of the present without compromising the ability of future generations to meet their own needs.** (Gro Brundtland, World Commission on Environment and Development (WCED), *Our Common Future*, 1987).
- **Sustainability:**
  - The ability or capacity of something to be maintained or to sustain itself, to support, or endure. **Sustainability is the destination, an end-state, and sustainable development is a means of getting there.**



## **Corporate Social Responsibility: (CSR):**

The "responsibility of enterprises for their impacts on society" (European Commission).

## **ESG:**

Environmental, Social Governance **metrics** are used to assess a company's exposure to a range of environmental, social and governance risks and is a term mainly adopted by investors and rating agencies.



# Today ESG important for businesses for different reasons

- **Corporate reputation** – ESG can enhance a company's license to operate making it **easier to accomplish business objectives** and respond to crisis scenarios with key stakeholder groups.
- **Risk reduction** – ESG can assist with **the identification of immediate and long-term risks** depending on the industry and business model.
- **Opportunity management** – Shifting market and non-market conditions can expose unmet needs for new products and/or services, potential customer bases, and potential strategic relationships for addressing **ESG** issues.
- **Culture & intrinsic value** – ESG maturity is an **indicator of a company's** commitment **to building a high performing**, purpose-driven **workforce** and inclusive culture.

# The relationship between ESG and financial performance

- **Improved financial performance** due to ESG becomes more marked over longer time horizons.
- **ESG integration**, broadly speaking as an investment strategy, seems to **perform better than negative screening approaches**.
- **ESG investing** appears to provide downside **protection**, especially during a social or economic crisis.
- **Sustainability initiatives at corporations** appear to **drive better financial performance** due to mediating factors such as improved risk management and more innovation.
- **Studies indicate** that managing for a low carbon future **improves financial performance**.
- **ESG disclosure** on its own does not drive financial performance.

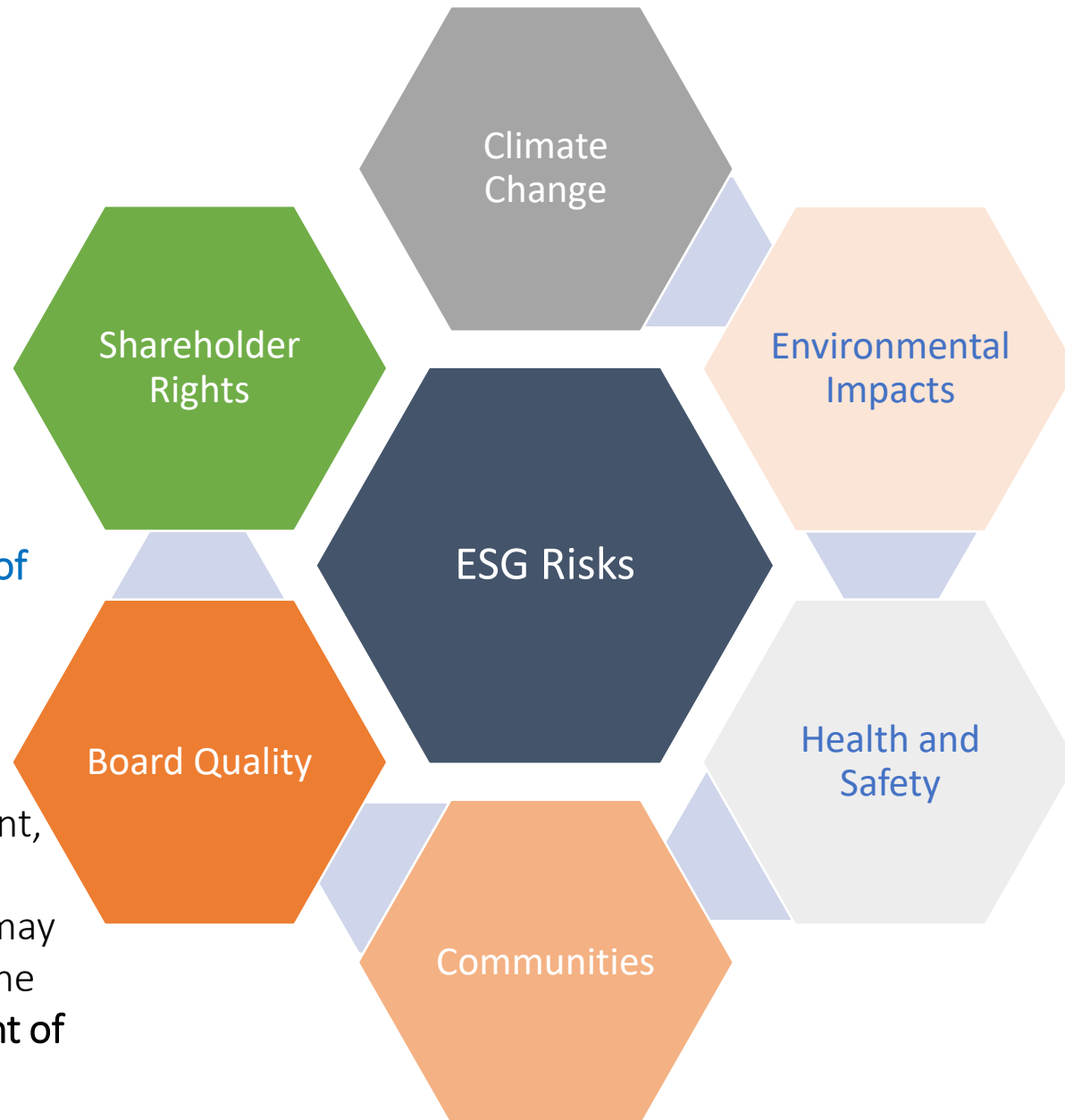


# What is ESG?

ESG addresses many topics and stakeholders.

ESG represents the company's efforts to **systematically assess, manage, and monitor risks of material potential impact to the strategic and financial decisions of the company.**

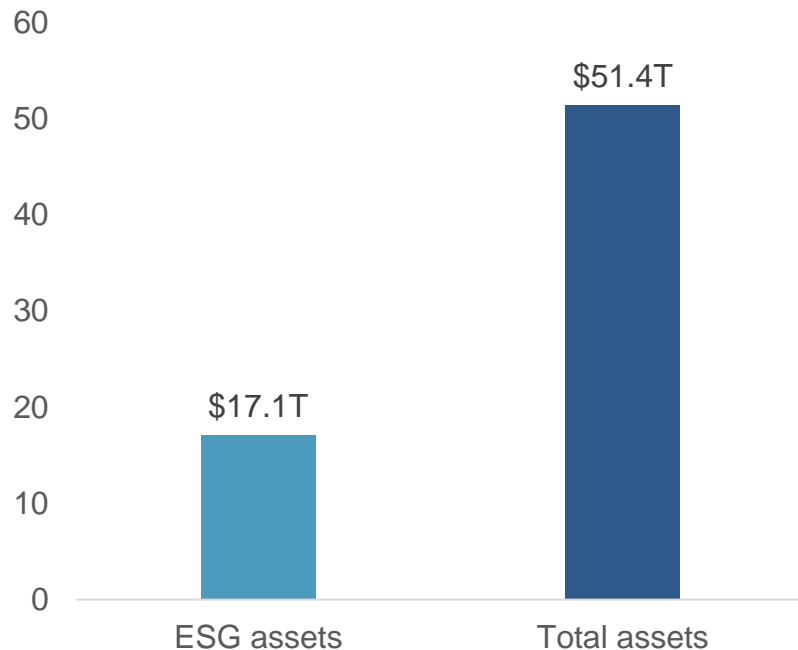
The term ESG is often used as a synonym for sustainability, CSR, public relations, social investment, or environmental compliance. While some of these elements may factor into an ESG program, at the center of ESG is the **management of risk and the preservation of shareholder value.**



# ESG Metrics & components

# More investors are accounting for ESG factors

**Total US assets under management using sustainable investment strategies against total US assets under management, 2020**  
*IN TRILLIONS OF DOLLARS*



**\$17.1 trillion** of professionally managed assets at the start of 2020 were under strategies that considered ESG criteria in their investment process and decision-making, compared to **\$8.1 trillion** in 2016 and **\$2.5 trillion** in 2010

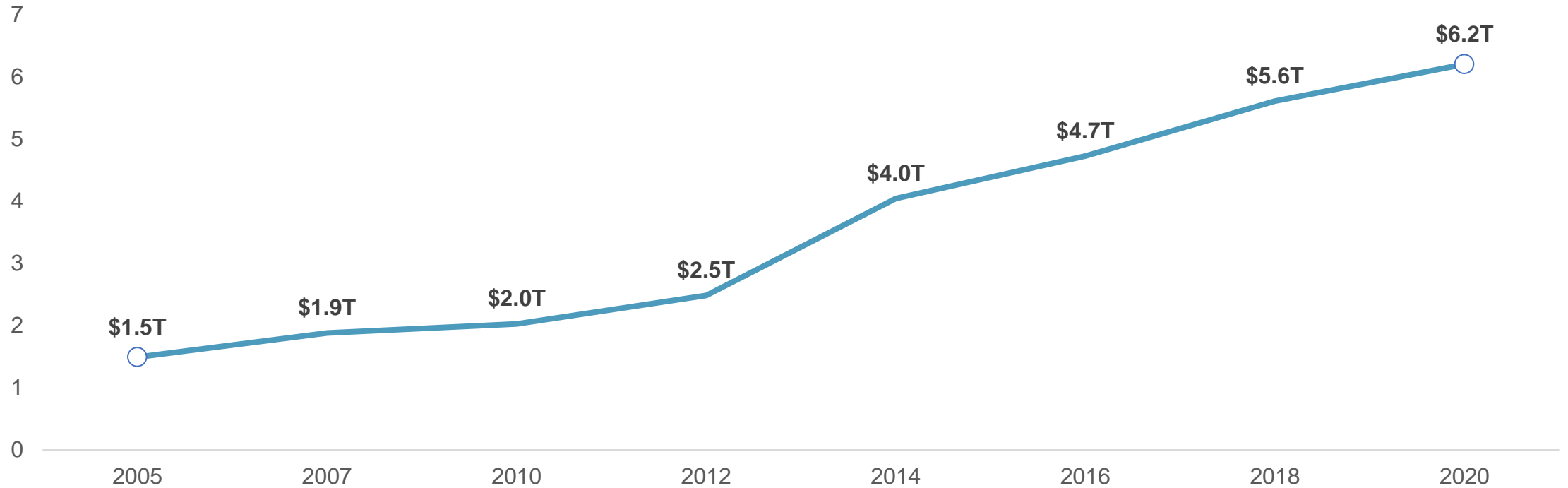
This means that in 2020, **\$1 of every \$3** invested by institutional investors, money managers, and community-investing financial institutions in the US was under an **ESG investment strategy**



# Institutional investors and ESG

## ESG incorporation reported by institutional investors

*IN TRILLIONS OF DOLLARS*



Institutional investors hold four times as many assets now as in 2005

# ESG Metrics & components

# ESG factors: Environmental

- Environmental factors: include the contribution a company to
- **climate change through greenhouse gas emissions**, along with
- **waste management and energy efficiency**, Given renewed
- efforts to **combat global warming**, cutting emissions and decarbonizing is become more important.



# ESG factors: Social

- Social include
  - **human rights,**
  - **labor standards in the supply chain,**
  - **any exposure to illegal child labor,** and more routine issues such as
  - adherence to **workplace health and safety.**
  - A social score also rises if a company is well **integrated with its local community** and therefore has a 'social license' to operate with consent.

# ESG factors: Governance

- Governance refers to :
- a set of rules or principles defining rights, responsibilities and expectations between different stakeholders in the governance of corporations.
- A well-defined corporate governance system can be used to balance or align interests between stakeholders and can work as **a tool to support a company's long-term strategy.**

# The Key Elements of ESG Reporting



## Environmental pillar

Climate change	Natural resources	Pollution & waste	Environment opportunity
Carbon emissions	Water stress	Toxic emissions & waste	Opportunities in clean tech
Product carbon footprint	Biodiversity & land use	Packaging material & waste	Opportunities in green building
Financing environmental impact	Raw material sourcing	Electronic waste	Opportunities renewable energy
Climate change vulnerability			



## Social pillar

Human capital	Product liability	Stakeholder opposition	Social opportunity
Labor management	Product safety & quality	Controversial sourcing	Access to communication
Health & safety	Chemical safety		Access to finance
Human capital development	Financial product safety		Access to health care
Climate change vulnerability	Privacy & data security		Opportunities in nutrition and health
	Responsible investment		



## Governance pillar

Corporate governance	Corporate Behaviour
Board diversity	Business ethics
Executive pay	Anti-competitive practices
Ownership	Corruption & instability
Accounting	Financial system instability
	Tax transparency

## Trends: ESG & purchasing decisions

### ESG is a Key Differentiator in Purchasing Decisions



ESG score is on average in 94% correlated to Reputation



**Develop and Implement an ESG Strategy**

# ESG & UN-SDG'S

## Alignment with the Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) came into force in 2016 with the aim **to achieve a prosperous, inclusive and sustainable society by 2030.**

**SDGs aid organizations in achieving organizational growth and productivity** while 'moving the world towards a sustainable and inclusive development path'.

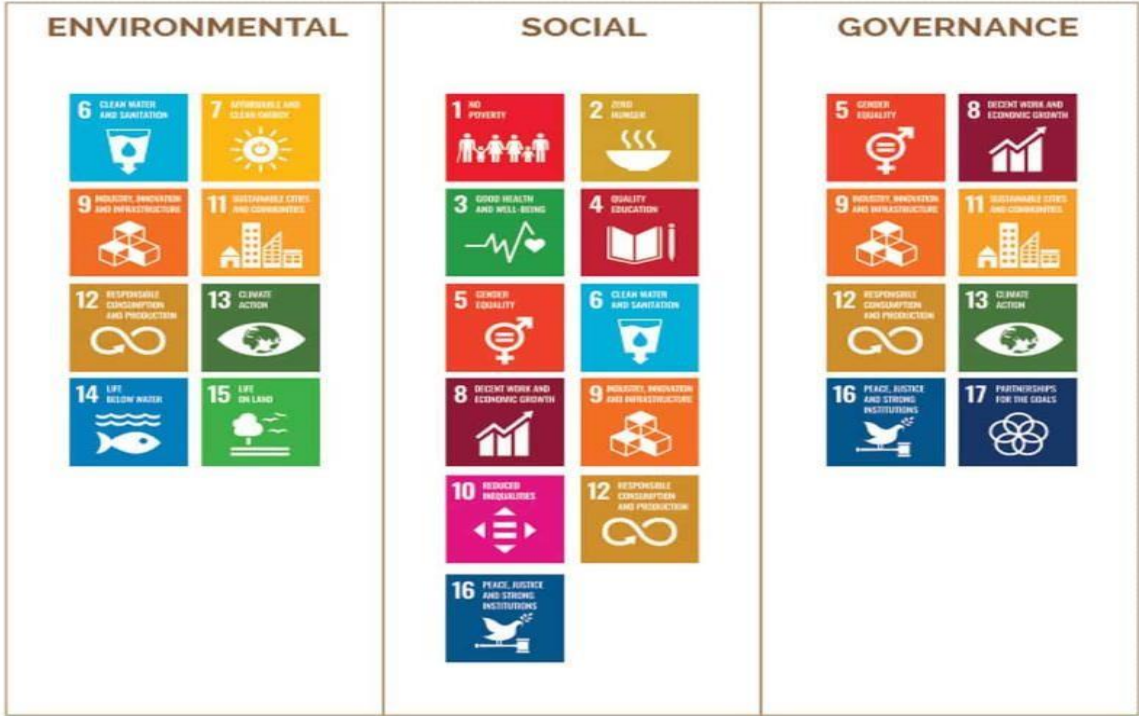
As organizations strive to be more proactive in getting the most from the Goals to support their purpose, accelerate growth and maximize impact,

**SDGs Alignment** provides tools and tangibles methodologies to navigate past risk and focus on opportunities reflected in the SDG Agenda.



# SDGs work together with ESG factors

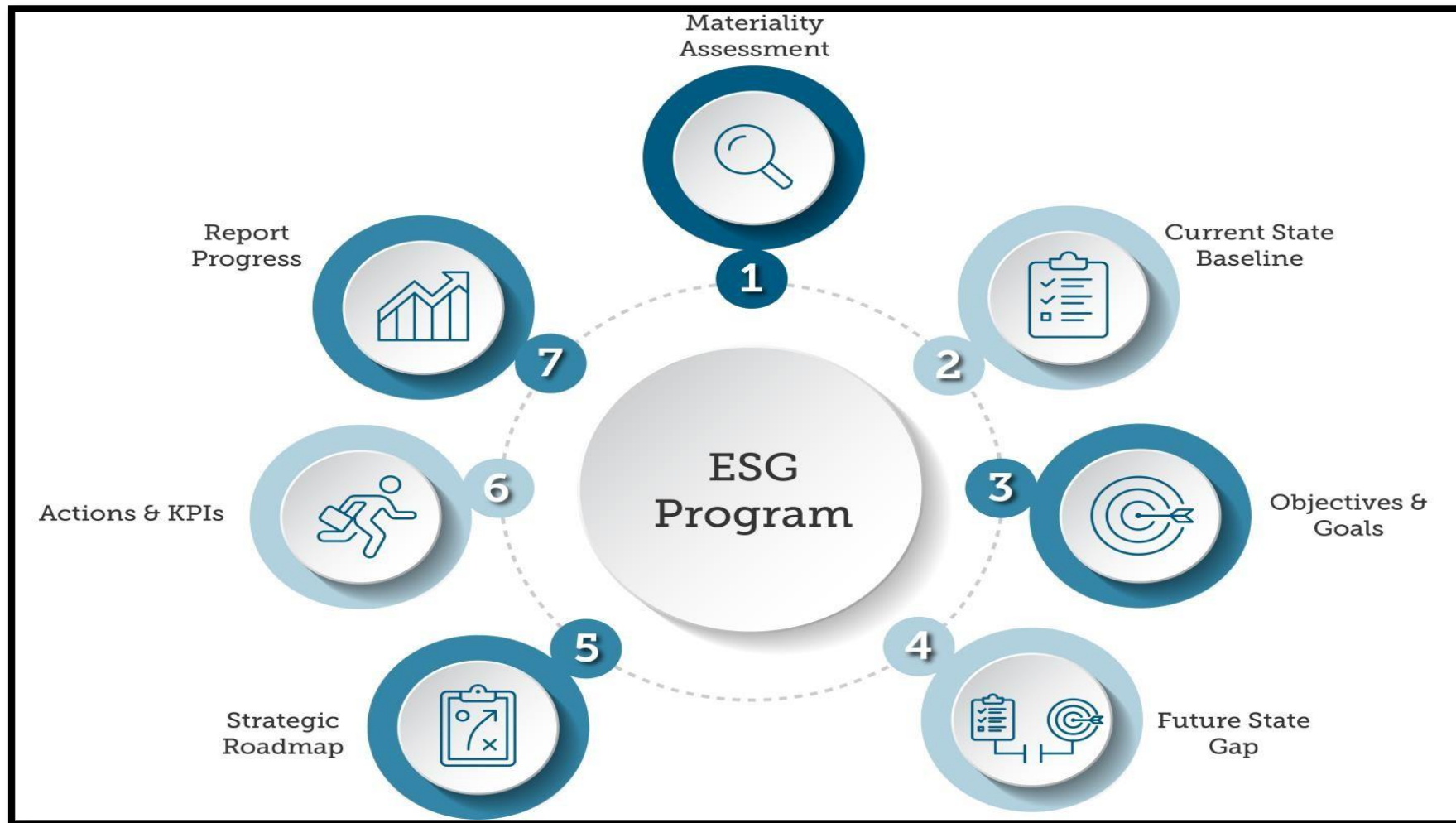
SDGs mapped to ESG targets  
mapping according to Berenberg, 2019



# ESG Framework, Road map & Impact of ESG on companies



# ESG Program



# ESG as Part of a Company's Core Strategy

*An ESG strategy cannot be separate from the broader organizational strategy. The further development of an ESG strategy effectively means the integration of sustainability elements to a company's core strategy.*

- **Emphasis on Material Issues:** Priority is given to the most material issues from a financial, environmental, and social standpoint.
- **Strategic Alignment:** The emphasis on materiality allows for the development of an ESG strategy that is fully integrated with the broader strategy.
- **Board Leadership and Oversight:** The Board and top management will own the strategy and oversee its implementation.
- **Innovative Programs and Policies:** Introduction of new policies, procedures, and technologies to achieve the company's long-term strategic objectives.
- **Metrics and Goals:** The implementation program includes quantitative and qualitative objectives which can be monitored to measure the company's progress towards its goals.
- **Monitoring:** The implementation should allow for regular assessment of the effectiveness of the various programs, so that the company can make adjustments for improvement.

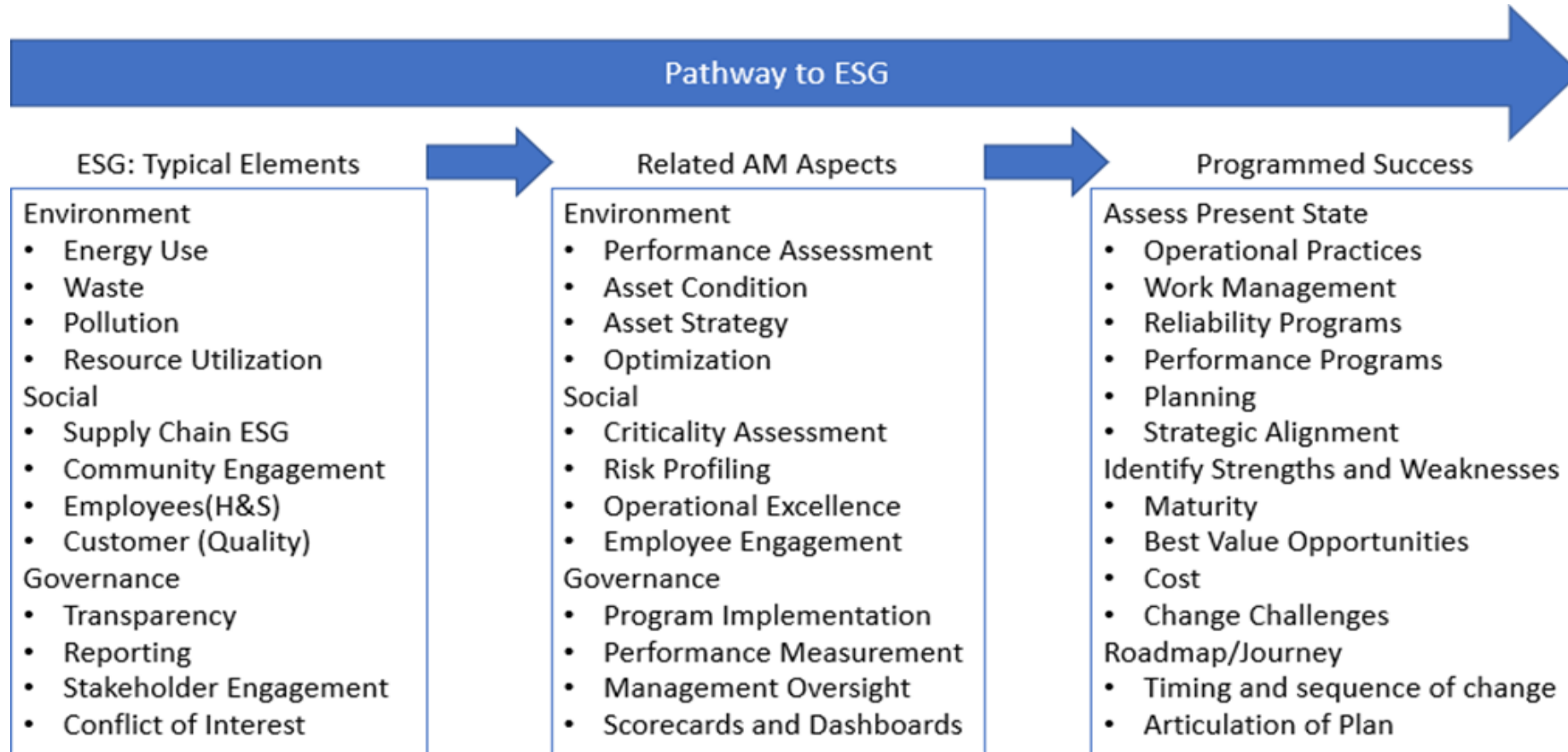


# ESG SCORING and Reporting

## The benefits of applied ESG within physical assets management have so many advantages such as:

- Increased Cost Avoidance.
- Decreased Resource Waste.
- Improved Occupant Health
- Extended Asset Life Expectancy.
- think out of the box and beyond it start thinking more “circular” than “linear”
- Data-Driven Decision Making.
- Fewer Disruptions to Stakeholders& renew the trust contract with stakeholders
- Improve risk management
- Gain competitive advantage &outperform market.
- Improved Eligibility for Sustainability Incentives.
- Decreased Carbon Foot print
- Better, Faster Completion of Maintenance Needs.

# Mapping ESG to asset management.





# Mapping ESG to asset management competencies.

ENVIRONMENT	<b>Reduced energy consumption:</b> <ul style="list-style-type: none"> <li>Optimizing processing               <ul style="list-style-type: none"> <li>Controls</li> <li>Monitoring</li> <li>Analytics</li> </ul> </li> <li>Reducing energy losses               <ul style="list-style-type: none"> <li>Losses Monitoring</li> <li>Efficiency Programs</li> </ul> </li> <li>Optimizing Maintenance</li> <li>Performance Management</li> </ul>	<b>Waste Reduction</b> <ul style="list-style-type: none"> <li>Better use of raw material:               <ul style="list-style-type: none"> <li>Controls</li> <li>Monitoring</li> <li>Analytics</li> </ul> </li> <li>Enhanced operational practices</li> <li>Competency based training</li> <li>Performance Management</li> </ul>	<b>Pollution Reduction</b> <ul style="list-style-type: none"> <li>Emissions Reduction               <ul style="list-style-type: none"> <li>Controls</li> <li>Monitoring</li> <li>Analytics</li> </ul> </li> <li>Maintenance Optimization</li> <li>Competency based training</li> <li>Performance Management</li> </ul>	<b>Resource Utilization:</b> <ul style="list-style-type: none"> <li>Continuous Improvement</li> <li>Optimizing Maintenance</li> <li>Work Prioritization</li> <li>Risk Identification</li> <li>Risk Based Decision Making</li> <li>Climate Adaptation Planning</li> <li>Performance Management</li> </ul>
SOCIAL	<b>Employee Health and Safety:</b> <ul style="list-style-type: none"> <li>Criticality Assessment</li> <li>Asset Condition</li> <li>Risk Determination</li> <li>Program Design</li> <li>Maintenance Strategy Design</li> <li>Operational Excellence</li> <li>Performance Management</li> </ul>	<b>Customer - Product and Service Quality:</b> <ul style="list-style-type: none"> <li>Criticality Assessment</li> <li>Asset Condition</li> <li>Risk Determination</li> <li>Risk Based Decision Making</li> <li>Continuous Improvement</li> <li>Performance Management</li> </ul>	<b>Community:</b> <ul style="list-style-type: none"> <li>Criticality Assessment</li> <li>Asset Condition</li> <li>Risk Determination</li> <li>Risk Based Decision Making</li> <li>Climate Adaptation Planning</li> <li>Operational Excellence</li> <li>Performance Management</li> </ul>	<b>Supply Chain:</b> <ul style="list-style-type: none"> <li>Criticality</li> <li>Risk Based Decision Making</li> <li>Performance Management</li> </ul>
GOVERNANCE	<b>Transparency:</b> <ul style="list-style-type: none"> <li>Maintenance Strategy Design</li> <li>Program Design</li> <li>Risk Based Decision Making</li> <li>Comprehensive Measures</li> <li>Data Management</li> </ul>	<b>Reporting:</b> <ul style="list-style-type: none"> <li>Independent Report Generation</li> <li>Automated Reporting</li> <li>Self-Audit Built into Programs</li> <li>Rigorous Management Review Process</li> </ul>	<b>Stakeholder Engagement:</b> <ul style="list-style-type: none"> <li>Maintenance Strategy Design</li> <li>Risk Determination</li> <li>Risk Based Decision Making</li> </ul>	<b>Conflict of Interest:</b> <ul style="list-style-type: none"> <li>Risk Based Decision Making</li> <li>Self-Audit built into core Programs</li> <li>Data Management</li> <li>High Degree of Automated Reporting</li> </ul>

# ESG and AM Alignment: Environmental Elements

<p><b>Reduced energy consumption:</b></p> <ul style="list-style-type: none"><li>• Optimizing processing<ul style="list-style-type: none"><li>• Controls</li><li>• Monitoring</li><li>• Analytics</li></ul></li><li>• Efficiency Programs<ul style="list-style-type: none"><li>• Losses Monitoring</li><li>• Recommendations</li></ul></li><li>• Optimizing Maintenance</li><li>• Performance Management</li></ul>	<p><b>Waste Reduction</b></p> <ul style="list-style-type: none"><li>• Better use of raw material:<ul style="list-style-type: none"><li>• Controls</li><li>• Monitoring</li><li>• Analytics</li></ul></li><li>• Enhanced operational practices</li><li>• Competency based training</li><li>• Performance Management</li></ul>	<p><b>Pollution Reduction</b></p> <ul style="list-style-type: none"><li>• Emissions Reduction<ul style="list-style-type: none"><li>• Controls</li><li>• Monitoring</li><li>• Analytics</li></ul></li><li>• Maintenance Optimization</li><li>• Competency based training</li><li>• Performance Management</li></ul>	<p><b>Resource Utilization:</b></p> <ul style="list-style-type: none"><li>• Continuous Improvement</li><li>• Optimizing Maintenance</li><li>• Work Prioritization</li><li>• Risk Identification</li><li>• Risk Based Decision Making</li><li>• Climate Adaptation Planning</li><li>• Performance Management</li></ul>
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# Operational and business activities that drive social responsibility.

- Employee Health and Safety:**
- Criticality Assessment
  - Asset Condition
  - Risk Determination
  - Program Design
  - Maintenance Strategy Design
  - Operational Excellence
  - Performance Management

- Customer - Product and Service Quality:**
- Criticality Assessment
  - Asset Condition
  - Risk Determination
  - Risk Based Decision Making
  - Continuous Improvement
  - Performance Management

- Community:**
- Criticality Assessment
  - Asset Condition
  - Risk Determination
  - Risk Based Decision
  - Climate Adaptation Planning
  - Operational Excellence
  - Performance Management

- Supply Chain:**
- Criticality
  - Risk Based Decision Making
  - Performance Management

# ESG and AM Alignment: Governance Elements

## Transparency:

- Maintenance Strategy Design
- Program Design
- Risk Based Decision Making
- Comprehensive Measures
- Data Management

## Reporting:

- Independent Report Generation
- Automated Reporting
- Self-Audit Built into Programs
- Rigorous Management Review Process

## Stakeholder Engagement:

- Maintenance Strategy Design
- Risk Determination
- Risk Based Decision Making

## Conflict of Interest:

- Risk Based Decision Making
- Self-Audit built into core Programs
- Data Management
- High Degree of Automated Reporting

**A strong environmental, social, and governance (ESG) proposition links to value creation in five essential ways.**

	<b>Strong ESG proposition</b> (examples)	<b>Weak ESG proposition</b> (examples)
Top-line growth	Attract B2B and B2C customers with more sustainable products Achieve better access to resources through stronger community and government relations	Lose customers through poor sustainability practices (eg, human rights, supply chain) or a perception of unsustainable/unsafe products Lose access to resources (including from operational shutdowns) as a result of poor community and labor relations
Cost reductions	Lower energy consumption Reduce water intake	Generate unnecessary waste and pay correspondingly higher waste-disposal costs Expend more in packaging costs
Regulatory and legal interventions	Achieve greater strategic freedom through deregulation Earn subsidies and government support	Suffer restrictions on advertising and point of sale Incur fines, penalties, and enforcement actions
Productivity uplift	Boost employee motivation Attract talent through greater social credibility	Deal with “social stigma,” which restricts talent pool Lose talent as a result of weak purpose
Investment and asset optimization	Enhance investment returns by better allocating capital for the long term (eg, more sustainable plant and equipment) Avoid investments that may not pay off because of longer-term environmental issues	Suffer stranded assets as a result of premature write-downs Fall behind competitors that have invested to be less “energy hungry”





Major indices for ESG

six ratings providers have emerged as market leaders:

- Morgan Stanley Capital International (MSCI)
- Sustainalytics
- Refinitiv
- S&P Global Ratings
- FTSE Russell
- Institutional Shareholder Services (ISS)

# Morgan Stanley Capital International (MSCI)



- MSCI has been one of the major drivers of consolidation in the ESG ratings space, acquiring several competing data providers since its entry on the scene. In addition to businesses, MSCI also rates countries and financial products like securities, loans, mutual funds, and ETFs.
- Methods: Analysis of publicly available reporting, plus proprietary ESG data

**Coverage:** 8,700+ companies

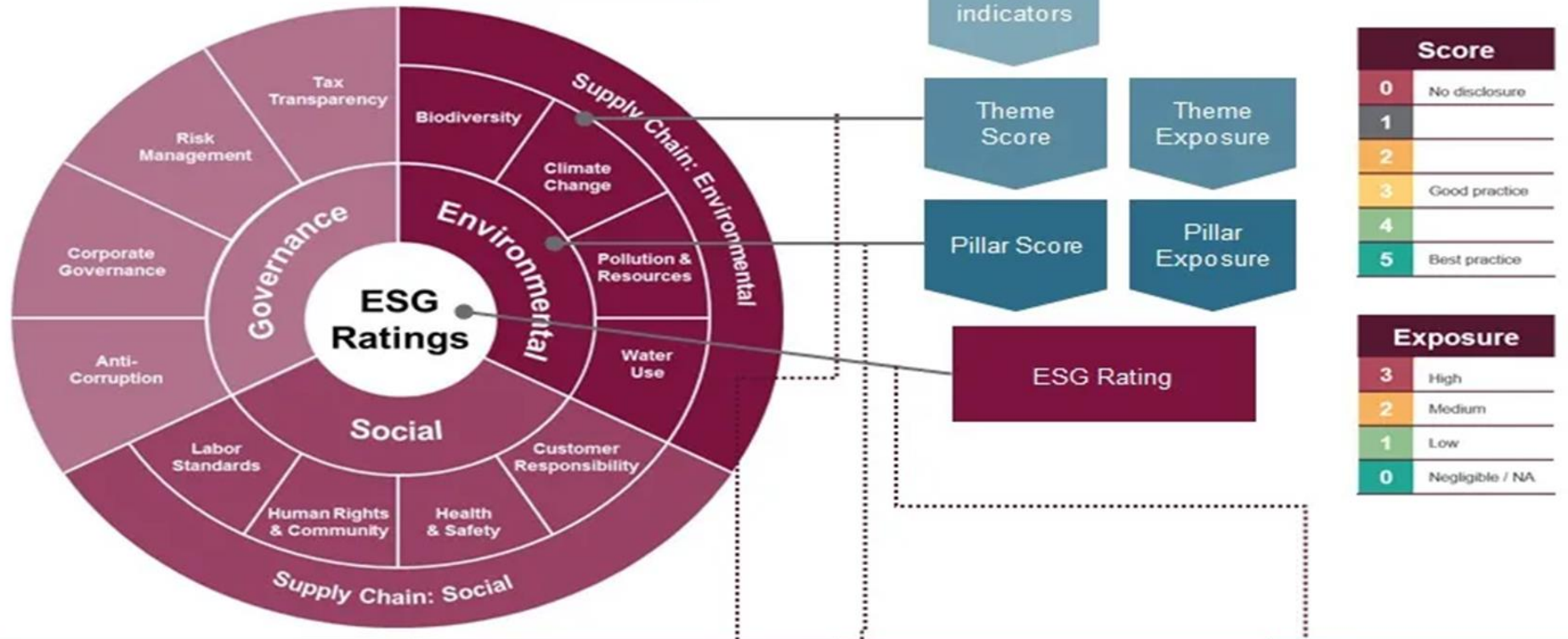
Clients: 1,400+ clients, including 46 of the top 50 global asset managers

Key issue coverage: 35 key issues, 6-10 identified per industry (materiality is determined at industry level)

**Scoring:** Leader (AAA, AA), Average (A, BBB, BB), Laggard (B, CCC). Calculations are made via a weighted average of each score level that's then adjusted relative to peers.



FTSE Russell's ESG ratings and data model



**>300 Indicators**

Individually researched aspects which focus on key operational issues

**14 Themes**

A Score and Exposure for the issues in each ESG Pillar, such as Climate Change / Anti-Corruption

**3 Pillars**

A cumulative Score and Exposure for each of Environment / Social / Governance

**1 ESG Rating**

A cumulative calculation of total ESG performance

# Benefits of Applied ESG in Facilities Maintenance and Asset Management

Applying ESG management to assets and maintenance reveals significant opportunities within an organization. Instead of blindly making decisions, Facilities & Asset Managers can realize these key benefits:

- **Increased Cost Avoidance.** Improved maintenance will naturally lead to increased cost avoidance.
- **Decreased Resource Waste.** Less waste within the facility will avoid costs as well, not to mention ensures assets function appropriately and within their prescribed lifespan.
- **Improved Occupant Health.** The benefits of considering the social ramifications of maintenance decisions will also increase occupant health by eliminating the hazard, such as improved air quality.
- **Extended Asset Life Expectancy.** Extended asset life expectancy will lead to reductions in TCO and contribute to fewer costs for the company.



# Benefits of Applied ESG in Facilities Maintenance

- **Data-Driven Decision Making.** Using ESG data, managers can make informed decisions for the maintenance schedule and beyond.
- **Fewer Disruptions to Guest Experiences.** Fewer disruptions will increase customer satisfaction rates.
- **Improved Eligibility for Sustainability Incentives.** Depending on the area, increased sustainability may open the door to incentive programs that pay for the costs of such improvements.
- **Decreased Carbon Footprint.** A decreased carbon footprint will contribute to a growing global consensus that sustainability benefits everyone in both short-term and long-term outlooks.
- **Better, Faster Completion of Maintenance Needs.** Faster completion of maintenance needs will naturally increase the responsiveness of your team.

# The 7 Sins of ESG Management

The following are a few of the most common misconceptions and problematic practices among companies when dealing with the management of ESG issues:

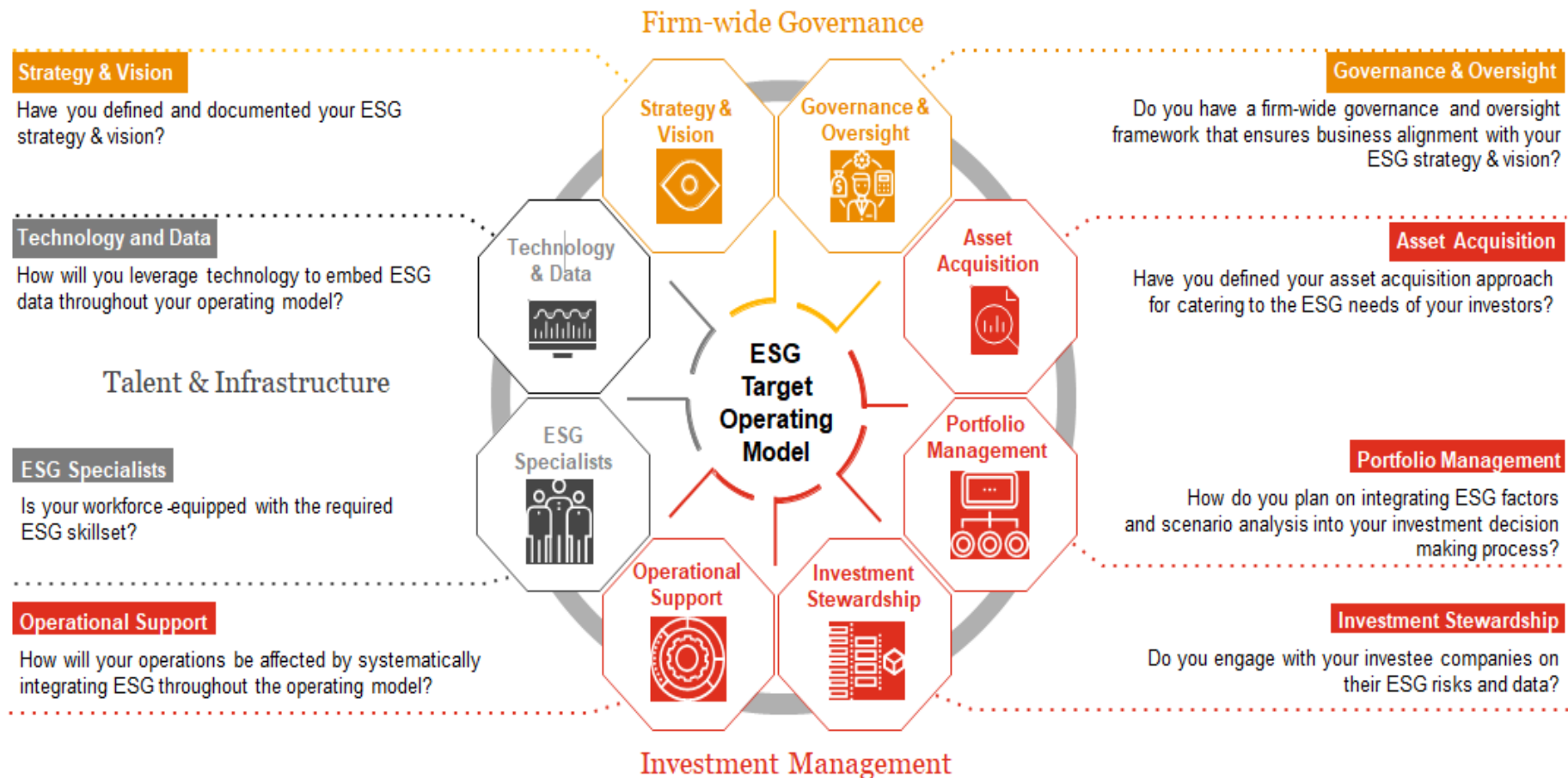
- **Excessive Focus on Ratings:** A company approach that focuses exclusively on improving the company's rating is at risk of allocating more resources to "checking boxes" instead of developing a strategy that is tailored to the company's unique outlook and exposure to risk.
- **Treating ESG Solely as a Communications Effort:** Communications can help the company amplify its messaging, but they cannot substitute for a robust management system that addresses material risks.
- **Lack of Board and Management Oversight:** The company's ESG management strategy should be positioned as a core part of the company's vision and values. The involvement of the board and senior management is key.
- **Disconnect from Business Strategy:** An ESG strategy that does not consider the company's strategic objectives and does not inform the main corporate strategy fails to serve its purpose.
- **Compliance-Oriented Approach:** An approach to ESG management focused on compliance with rules and regulations may appear as reactive and indicate a reluctance to go above and beyond minimum requirements.
- **Inconsistencies across the Firm:** Lack of a company-wide strategy and coordination leaves significant gaps in the company's ESG management programs, with potential exposures to risk.
- **Lack of Assessment and Monitoring:** Lack of effective monitoring of ESG performance impedes the company's ability to make progress and receive full credit for its ongoing initiatives through reporting.

# **ESG AND Asset Management**

# Environmental, Social and Governance (ESG): An opportunity for Asset Managers

## Integrating ESG in the asset management target operating model

Developing an ESG practice has implications on all functions within the asset management target operating model. The following are some key questions to consider when developing and enhancing your ESG practice.



# Implement ESG strategy

## ❖ Prepare an ESG roadmap

- ❑ **Design your ESG governance structure:** professionals recommend the most effective governance structure based on the ESG roadmap, operations and capabilities.
- ❑ **Prepare action plans and key performance indicators (KPIs—** Implement principles and approaches across asset classes, funds and mandates:
- ❑ **Incorporate ESG principles into operational processes:** professionals help to integrate ESG strategy into operations including sales and marketing, analysis, investment decisions and outsourcing.
- ❑ **Educate and train your people:** specialists develop and deliver tailored training programs for example for board directors, executives, portfolio managers and analyst

## Conclusion



ESG is the future, not a fad



ESG  $\neq$  ethical



ESG is a process, not a type of fund



ESG supports better informed investment decision-making





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