



UNECE

Diversity – an investor perspective

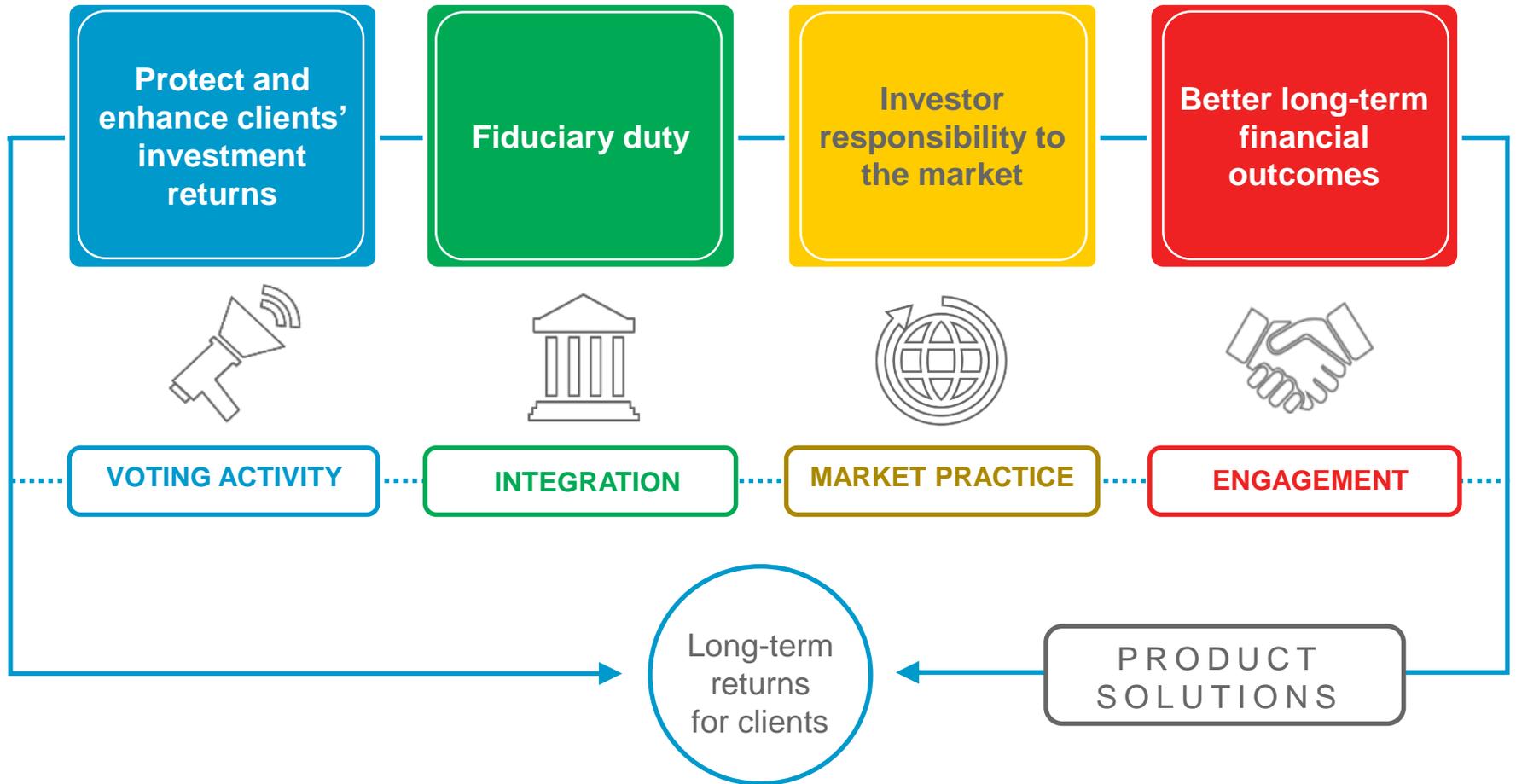
Catherine Ogden – Manager, Sustainability & Responsible Investment



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Context: our responsibilities and our investor voice

What this means in practice



Context: changing the landscape

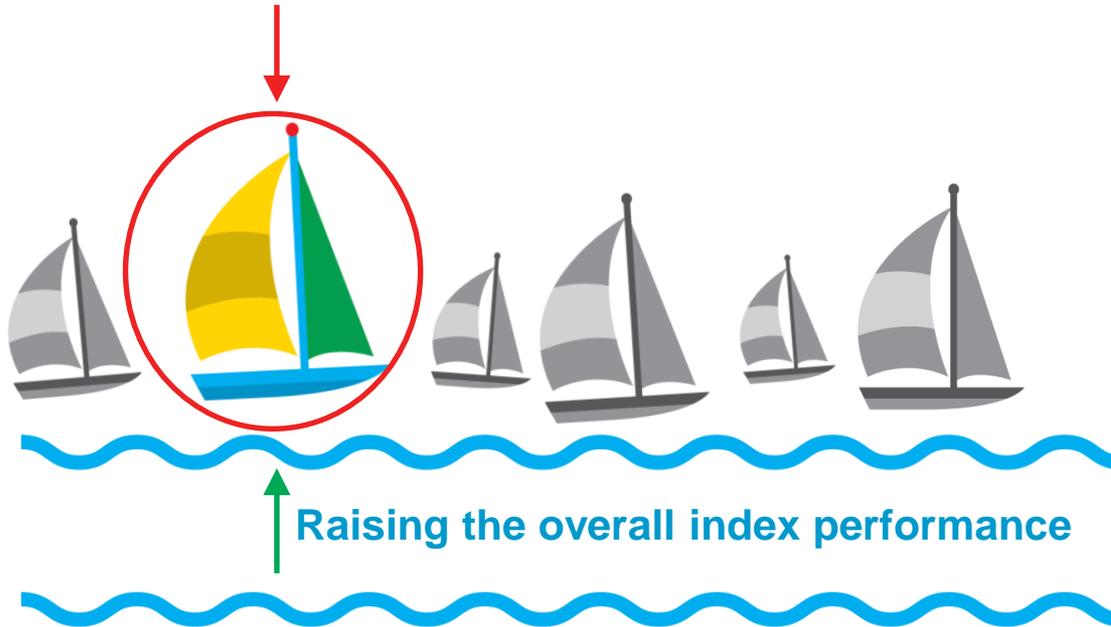
Raising long-term performance across the market

“ Passive managers should recognise a special responsibility to improve the performance of the index they track

...no doubt LGIM takes corporate engagement seriously ”

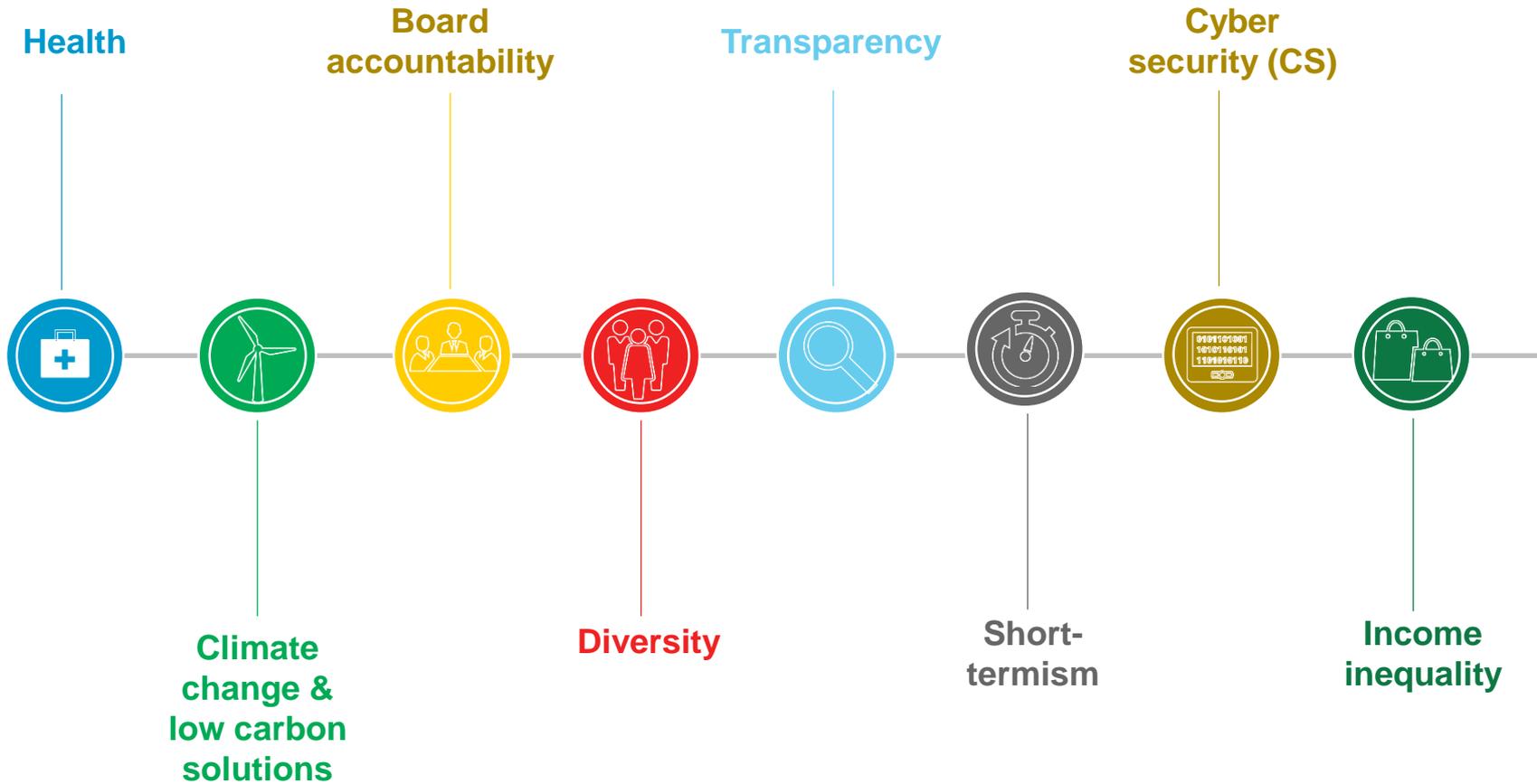
Professor Kay

Focusing on one company



Context: linking investment research with company engagement

Where our focus lies



Diversity: why it is important for investors

Challenging ideas, thinking globally, staying ahead of the market



The probability of making radical innovation increased significantly when R&D teams were more gender-diverse



Diverse groups are more likely to create a greater variety of ideas



Why Diversity

Improving performance

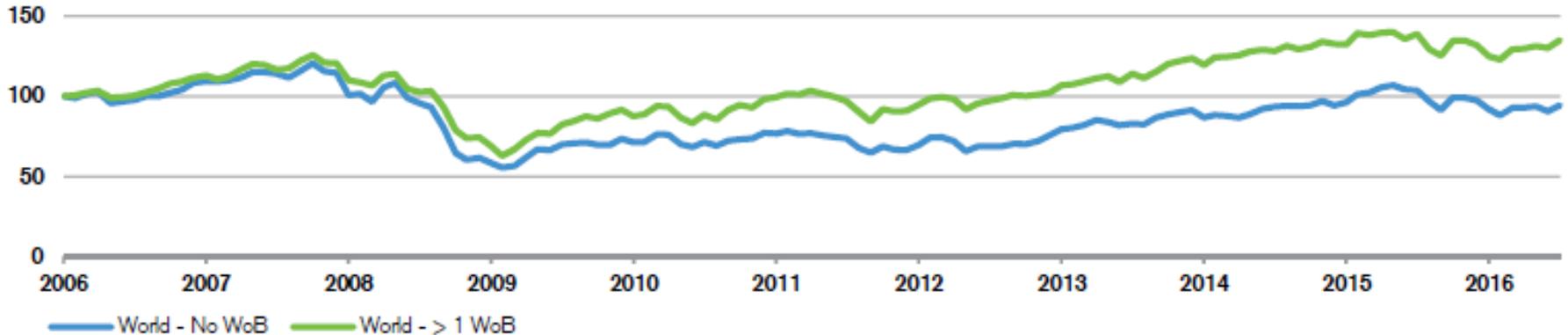
Positive relationship with investor returns



26%

uplift in GDP
over 10 years

Global performance: companies market cap >USD10 billion



Sources: Bloomberg, Credit Suisse Research as at September 2014 and Morgan Stanley as at March 2016



Diversity – UK focus

Raising the standard for the whole UK market

No. of all male boards

UK's largest 100 companies

2012

11 

ALL MALE BOARDS

October 2016

0 

ALL MALE BOARDS

UK's next largest 250 companies

2012

115 

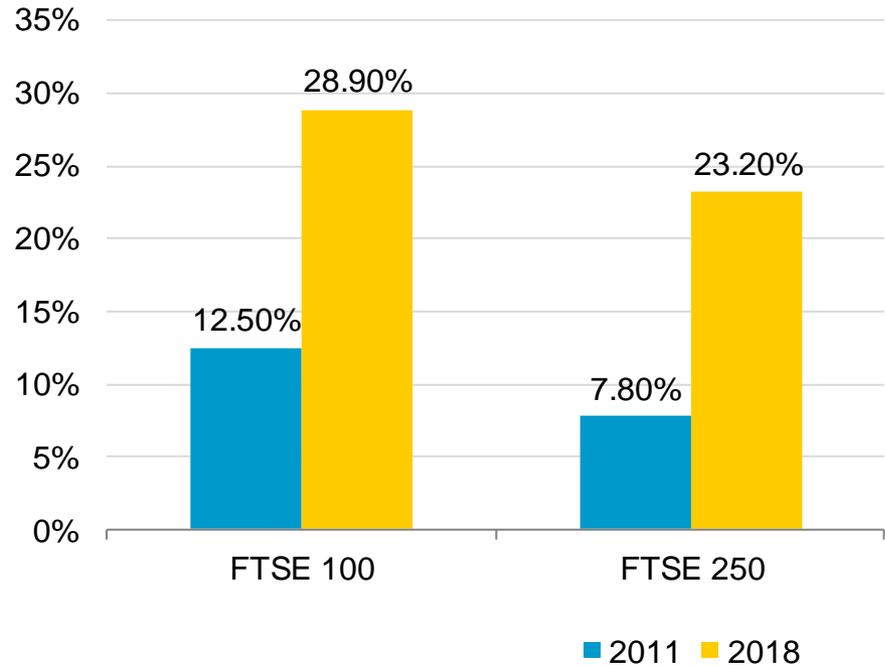
ALL MALE BOARDS

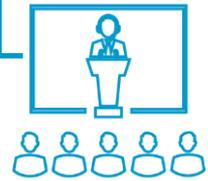
October 2016

13 

ALL MALE BOARDS

% Women on UK Boards

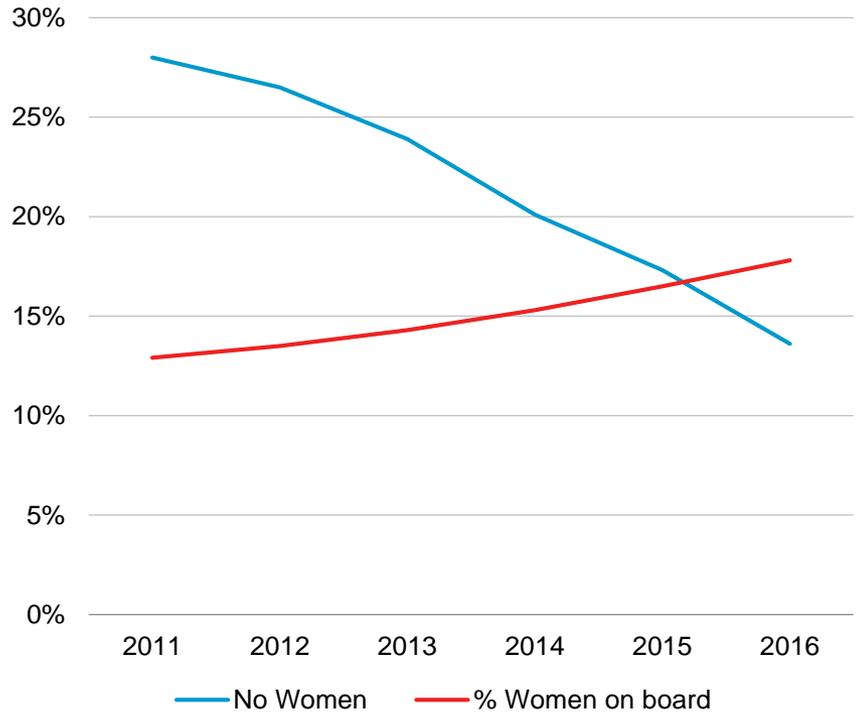




Diversity – US focus

Same topic, different approach

% Women on US Boards



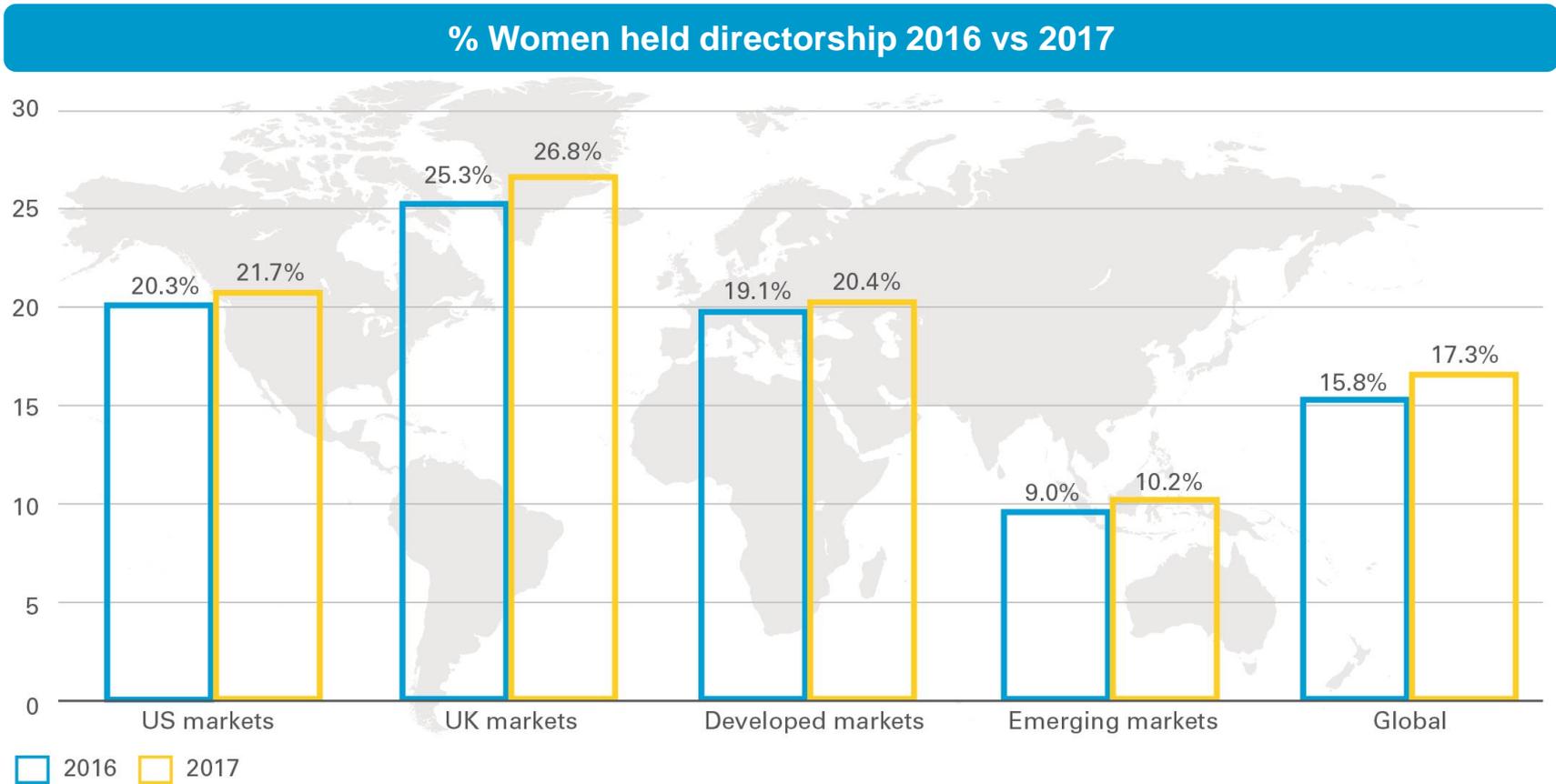
2018



All male boards vote against

Global progress on gender diversity on board

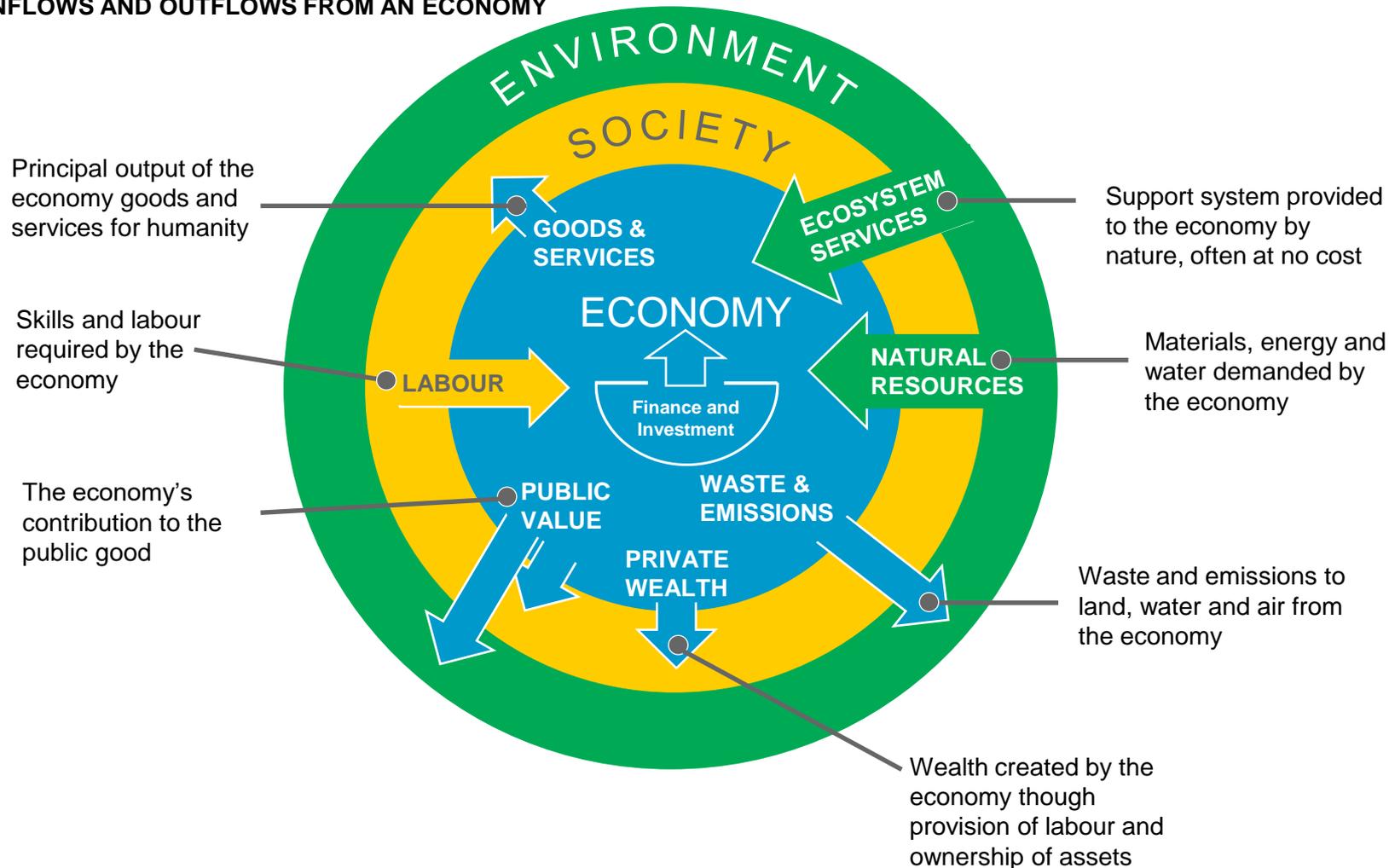
Positive trends, further still to go



Investors, diversity and the SDGs

Seeking to address the component parts of a sustainable economy

INFLOWS AND OUTFLOWS FROM AN ECONOMY



Legal & General Investment Management

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