

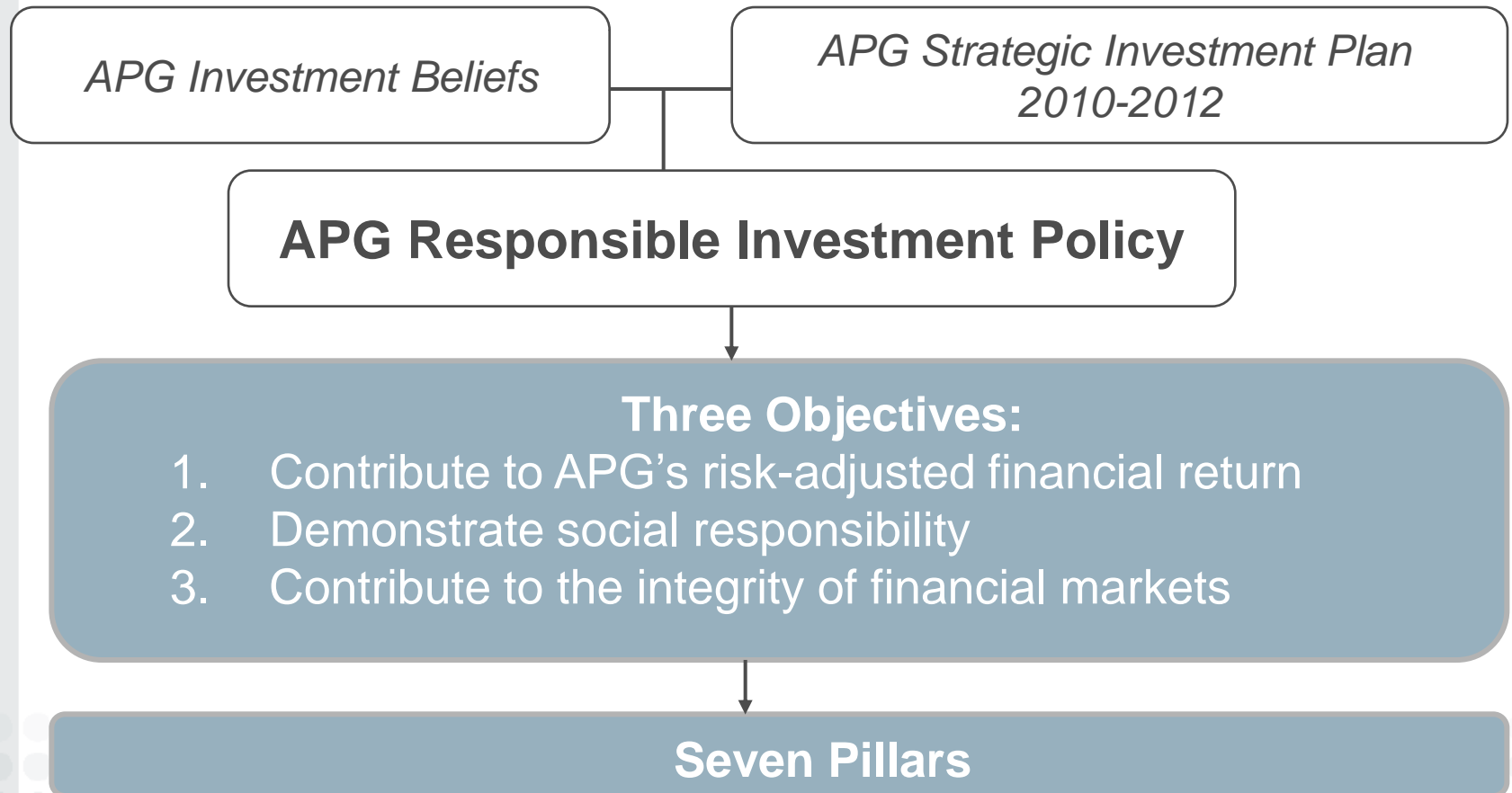
# Corporate Governance – Sustainability

A broader perspective on strategy and performance

June 28, 2011



## Responsible investment & APG's strategic objectives



# The seven pillars of the RI policy

1 Integration with the investment process

2 Engagement

3 Compliance with intl standards

4 Active corporate governance

5 Policy work

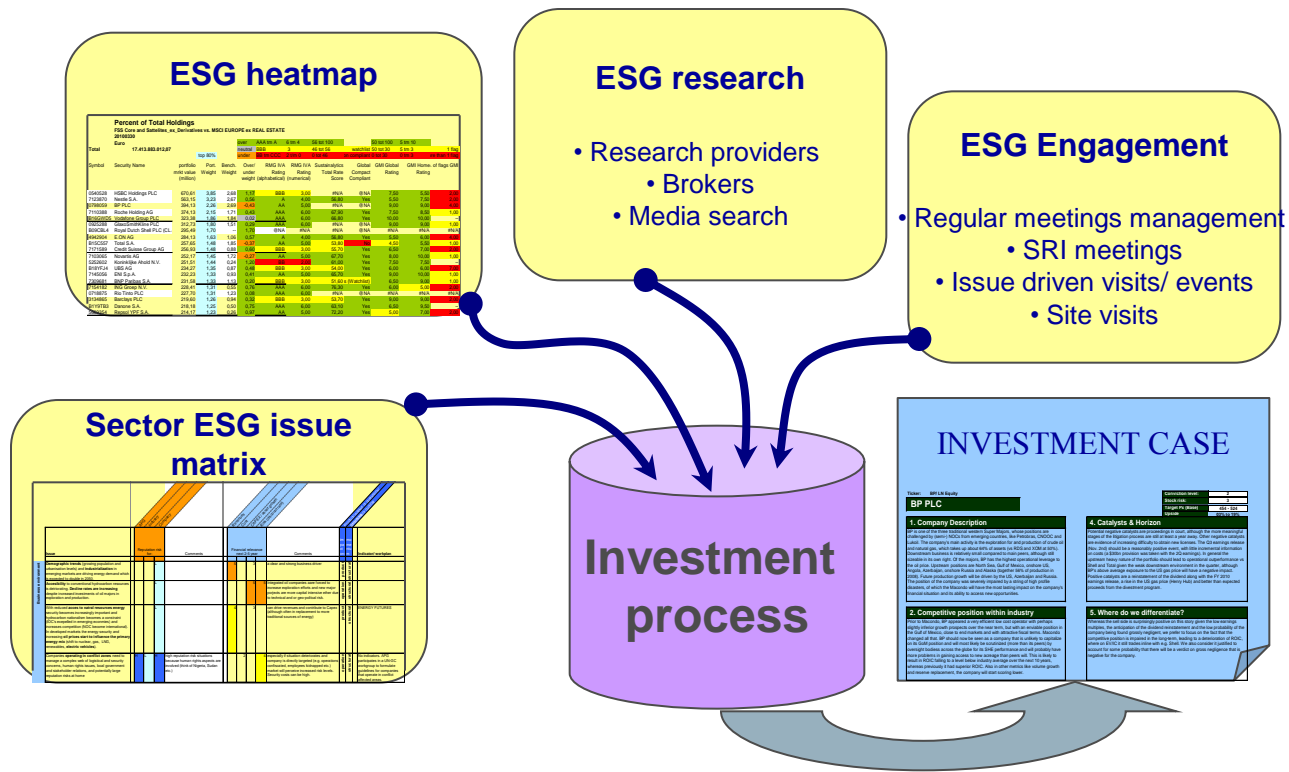
6 Invest in sustainability solutions

7 Stakeholder communication

# An integrated approach

- Corporate Governance & Sustainability (or ESG)
  - **Integration** with the investment process
    - Analysis and influence
  - **Engagement** with companies and regulators
    - Governance of Sustainability
    - Integrated Reporting (ESG Disclosure)
  - Exercise of **voting** rights
    - Shareholder and routine proposals
    - Vedanta and BP

# Equity strategies



## Engaged with 183 companies in 2010

2009 - 2010

### Corporate governance engagement

- with companies on board composition, remuneration, risk management and shareholder rights
- speaking at Dutch AGMs on behalf of Eumedion members
- with regulators to improve governance levels across a market

### Sustainability engagement

- on labour standards in the cocoa supply chain
- on labour standards in the supply chain of electronics companies
- on collective bargaining rights with retailers
- on energy efficiency and climate change approach
- mine safety in China and water risks in mining

### Governance of sustainability

- **on board-level responsibility for sustainability, risk management processes, integration of sustainability targets with remuneration strategies**
- **on the governance for achieving sustainability-related revenue targets**

2011 – 2013

- Integrated corporate governance & sustainability engagement
- Joint engagement with PMs
- Focus on collective labour rights at retailers and electronic companies
- Focus on Governance of Sustainability