

# STARBUCKS CORPORATION SUSTAINABILITY BOND

## FRAMEWORK OVERVIEW AND SECOND OPINION BY SUSTAINALYTICS

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**SUSTAINALYTICS**

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## 1. INTRODUCTION

Starbucks Corporation (Starbucks) has decided to issue a sustainability bond to focus on enhancing its sustainability programmes around coffee supply chain management. It has engaged Sustainalytics to formulate a framework in alignment with the Green Bond Principles 2015 and provide an opinion on the sustainability bond. As part of this engagement, Sustainalytics has reviewed relevant public and internal documents. It also has engaged with members of the company's global coffee sourcing, responsibility and public policy teams to understand the alignment of the company's sustainability bond with its business strategy, the planned use of proceeds and reporting on the key performance indicators associated with expected positive impacts.

This document contains two sections:

- 1) Framework Overview – summary of the Starbucks' sustainability bond framework; and
- 2) Sustainalytics' Opinion – an opinion of the framework.

## 2. COMPANY OVERVIEW AND SUSTAINABLE SUPPLY CHAIN COMMITMENTS

### Company Overview

Established in 1971 and headquartered in Seattle, the U.S., Starbucks operates as a roaster, marketer, and retailer of specialty coffee worldwide. It is the world's fourth largest coffee retail chain in terms of sales volume and number of stores, and it is responsible for approximately 3% of global coffee sourcing. Starbucks caters to more than 8.2 million customers daily in 70 countries.

### Commitment to sustainable supply chain practices

Given that Starbucks has significant influence in the coffee supply chain, the company has implemented a strategic focus on “building a future with farmers”, investing in coffee farmers and their communities. In 2004, together with Conservation International, an environmental NGO, Starbucks developed its own ethical programme for sourcing coffee, the Coffee and Farmer Equity (C.A.F.E.) Practices, which includes standards related to quality, economic, social and environmental performance. C.A.F.E. Practices promote environmentally responsible growing methods, ensure minimum wages and fair working conditions and advocate for economic transparency and resource management. For more on C.A.F.E. Practices, please see Appendix I.

Starbucks also partners with various industry stakeholders to further promote sustainable coffee sourcing.<sup>1</sup> In addition, the company addresses other sustainability challenges in the coffee supply chain through farmer support centres in coffee growing regions, and farmer loans and community investments.

Through the issuance of a sustainability bond focused on sustainable sourcing, Starbucks aims to finance initiatives that will make a positive social and environmental impact in the coffee supply chain.

<sup>1</sup> Starbucks: Press Release, December 1, 2015, accessed April 13, 2016, <https://news.starbucks.com/news/making-coffee-the-worlds-first-sustainably-sourced-agriculture-product>

## 3. FRAMEWORK OVERVIEW

For this sustainability bond issued by Starbucks, a framework has been created that follows the four key pillars of the Green Bond Principles 2015 (“GBP”):

- Use of Proceeds
- Selection Process
- Management of Proceeds
- Reporting

### 3.1 Use of Proceeds

The proceeds of the sustainability bond will be allocated towards financing projects that meet the following criteria.

#### *Eligibility Criteria*

To be eligible for the sustainability bond proceeds, the projects funded must meet one or more of the following business activity criteria:

- 1. PURCHASING COFFEE VERIFIED BY A THIRD-PARTY AS COMPLYING WITH COFFEE AND FARMER EQUITY (C.A.F.E.) PRACTICES FOR USE IN STARBUCKS BRANDED STORES. SUSTAINABLE COFFEE PURCHASES INCLUDE RELATED EXPENDITURES FOR COFFEE TRANSPORTATION AND STORAGE.**

**Context:** As noted above, Starbucks has developed its own ethical sourcing programme, C.A.F.E. Practices, to measure and monitor the economic, social and environmental aspects of coffee production. In 2015, Starbucks achieved a target of sourcing 99% of its coffee ethically, defined as coffee that has been third-party audited and verified to be compliant with the company’s C.A.F.E. Practices or Fairtrade standards.

**Use of Proceeds:** Proceeds of the sustainability bond may be allocated to coffee purchases, and related transportation and storage expenditures, from suppliers that are third-party verified as complying with the C.A.F.E. Practices.

- 2. EXPENDITURES RELATED TO DEVELOPMENT AND OPERATIONS OF FARMER SUPPORT CENTERS AND AGRONOMY RESEARCH AND DEVELOPMENT CENTER.**

**Context:** To help suppliers and farmers implement C.A.F.E. Practices and bring farmers into its supply chain, Starbucks operates eight Farmer Support Centers in Costa Rica, Rwanda, Tanzania, Ethiopia, Colombia, Guatemala, China and Indonesia. These centers employ agronomists, sustainability and quality experts who train farmers, including those that are not part of the company’s supply chain, on coffee growing techniques, including reducing the costs associated with growing, increasing the yields and quality, training farmers on soil management, field-crop production and milling processes, and reducing pest and disease among others.

In 2013, the company bought a coffee farm called Hacienda Alsacia in Costa Rica, close to its Farmer Support Center. It is used as a working farm and open-sourced agronomy research and development center and is aimed to contribute to the work of the Farmer Support Centers in building a resilient coffee supply chain. Additionally, it will develop new coffee varieties which will be shared with the coffee industry.

**Use of proceeds:** Proceeds of the sustainability bond may be allocated to capital investments and labor expenses to run current farmer support centers and to set up new farmer support centers planned in the near-term.

### 3. LOANS MADE TO COFFEE FARMERS THROUGH STARBUCKS' USD 50 MILLION GLOBAL FARMER FUND.

**Context:** In 2015, Starbucks pledged to provide USD 50 million in financing to coffee farmers in collaboration with lending organizations such as Root Capital and the Fairtrade Access Fund.<sup>2</sup> Through its Global Farmer Fund, Starbucks provides loans to coffee growers at reasonable interest rates and maturities, even those who do not supply to the company, in such countries as Peru, Nicaragua, Honduras, Guatemala, Rwanda and Tanzania. As of June 2015, the company impacted approximately 40,000 farmers.

**Use of proceeds:** Proceeds of the sustainability bond may be allocated to new and refinanced loans to coffee farmers directly and through lending organizations that provide funding for trade finance as well as investments in restoration and infrastructure improvements.

#### *Eligible Projects*

Any project that meets the above eligibility criteria are eligible to be funded in whole or in part by an allocation of the sustainability bond proceeds.

Eligible projects may include projects of Starbucks's subsidiaries that meet the eligibility criteria and that are committed to up to two years before as well as after the settlement date and before the maturity date of the sustainability bond. The majority of the sustainability bond proceeds will be for future projects.

## 3.2 Project Evaluation and Selection Process

Starbucks has identified several members of its Global Coffee Team who will:

- (i) assess and determine project eligibility; and,
- (ii) recommend an allocation of proceeds to eligible projects.

The Starbucks Global Coffee Team manages purchases made through its C.A.F.E. Practices programme, runs the farmer support center network, and administers loans to farmers.

The Global Coffee Team will then recommend those projects to the finance department for allocation of the bond proceeds. These recommendations will be made on a weekly basis for coffee purchasing;

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<sup>2</sup> Starbucks: Press Release June 22, 2015, accessed April 13, 2016, <https://news.starbucks.com/news/starbucks-more-than-doubles-global-farmer-loan-commitment>

monthly for loans made through the Global Farmer Fund; and annually for the support to the agronomy centers. The recommendations made by the Global Coffee Team with regard to the loans made will require approval by the company's Chief Financial Officer, and all others will be immediately accepted by the finance team.

The finance team will track the allocation of proceeds to such projects, including brief descriptions of the projects, the countries in which the projects are located, and the amount of proceeds allocated to the projects.

### 3.3 Management of Proceeds

The proceeds from the sustainability bond will be allocated and managed by Starbucks's finance department. The finance department will internally track quarterly budgets and actual spend for all the eligible project categories. Pending the allocation of the sustainability bond proceeds, the company will temporarily invest an amount equal to the balance of the proceeds in cash, cash equivalents and/or treasury securities. Payment of principal and interest on the sustainability bond will be made from the company's general funds and will not be directly linked to the performance of any eligible projects.

Starbucks expects to spend the majority of the sustainability bond proceeds within one year of the date of issuance.

### 3.4 Reporting

Throughout the term of the sustainability bond, until the proceeds have been fully allocated to projects meeting the eligibility criteria, Starbucks commits to publishing annual updates of the allocation of the proceeds, including, subject to confidentiality considerations, additional descriptions of select projects funded with sustainability bond proceeds. The annual allocation will be reported publicly on the Starbucks website at [www.starbucks.com](http://www.starbucks.com). It will also be reported on in the annual Starbucks Global Responsibility Report.

These reports will be accompanied by:

- a. An assertion by management that the net proceeds of this offering were allocated to qualifying eligible projects; and
- b. A report from Deloitte and Touche LLP in respect of its examination of management's assertion conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants.

Allocation reporting will be available at the anniversary of the bond's issuance.

### *Impact Reporting*

To the extent possible, in addition to its allocation reporting, Starbucks intends to demonstrate the environmental and/or social impacts of the projects to which bond proceeds have been allocated. Where

relevant, Starbucks will report on the following Key Performance Indicators (KPIs) in aggregate for sustainability bond projects:

- **Verified Coffee Purchases** – Coffee pounds purchased that are third-party verified according to C.A.F.E. Practices and the percentage of total company coffee purchases that verified purchases represent.
- **Number of New Suppliers** – Number of New Suppliers Verified Against C.A.F.E Practices in reporting year.
- **Coffee Sourced by Continent** – Coffee pounds purchased under verified C.A.F.E. Practices, disaggregated by continent
- **Loans Distributed** – Amounts loaned through the Global Farmer Fund with tracking against \$50 million commitment.
- **Agronomy Centers Opened and Supported** – Number of Farmer Support Centers opened annually and the number of Farmer Support Centers with continued operations.

Finally, Starbucks will publish narrative reporting around the positive sustainability impacts on the coffee industry triggered by engaging farmers around C.A.F.E. Practices, including case studies.

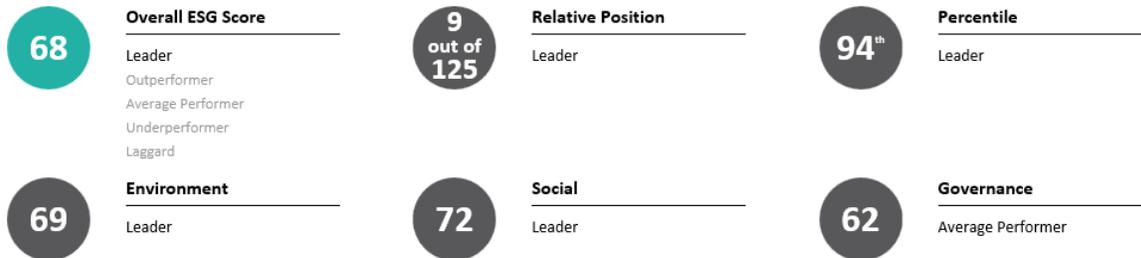
## 4 SUSTAINALYTICS' OPINION

### Starbucks' ESG performance

Of the companies that Sustainalytics tracks globally in the consumer services industry, Starbucks is assessed as an industry leader in environmental, social and governance performance, ranking in the top 6% among its peer group. The company demonstrates sustainability programs that are equal to or exceed best practices in the industry, particularly with respect to supply chain management. Sustainalytics ranks Starbucks as an industry leader when it comes to managing social impacts of its business operations. The company has very strong social supply chain standards that address health and safety, minimum living wages, maximum working hours, freedom of association, child labour, non-discrimination, forced labour and corporal punishment. Furthermore, Starbucks engages SCS Global Services to oversee the audit framework and methodology and the network of approved third party verification organizations that evaluate suppliers against its supply chain standards, and then works with suppliers to correct any non-compliance. Suppliers that fail to comply or fail to work with Starbucks or the third party to correct non-compliant practices may have their contracts or business relationship terminated. Additionally, the company may discontinue the use of non-complying production sites. These standards and management systems align with best practice in sustainable supply chain management.

*Starbucks' overall performance in the Sustainalytics' Global Access portal*

#### Overall performance



In 2015, 99% of coffee sold by Starbucks was verified under a sustainability standard, such as Fair Trade or the company's own C.A.F.E. Practices verification programme. This is an outstanding practice for the industry. Sustainalytics has found no evidence of any significant supply chain controversies involving Starbucks, indicating the company's strong enforcement of ESG policies and programs. Therefore, Sustainalytics is of the opinion that Starbucks is well positioned to issue a bond focused on its sustainable sourcing programmes.

### Use of Proceeds

Approximately 125 million people in the world depend on coffee for their livelihoods, including 25 million smallholder farmers. According to the International Finance Corporation, many coffee farmers face the challenges of low productivity, which is often the result of poor agricultural practices, and a weak understanding of quality standards. This prevents farmers from being able to optimize their crops to decrease the marginal costs of production and improve yields, as well as increase their incomes by demanding premium prices for their coffee. These problems are compounded by the difficulties farmers

face in accessing finance, which often prevents them from being able to invest in improving their farming practices.<sup>3</sup>

Additionally, better farming practices are often more environmentally sustainable, resulting in lower resource use and the preservation of land for future generations. For instance, coffee production has a heavy water footprint, but this can be reduced through improved practices in irrigation and wastewater treatment. Coffee production has also been tied to deforestation, despite the fact that growing coffee under a canopy of trees results in better soil productivity and improves coffee quality, as well as supporting biodiversity. Conversely, some of the most significant threats to farmers' income security come from environmental factors. The outbreak of coffee rust in recent years across Central America, which has resulted in drastic reductions in quantity and quality of yield, is largely attributed to rising temperatures from climate change which have made crops more susceptible to the infection. The International Coffee Organization estimates that the economic losses from coffee rust in 2012-2013 amounted to nearly USD 500 million and 17% of job losses in Central America.<sup>4</sup>

Thus, addressing the sustainability challenges in the coffee supply chain requires a holistic approach of supporting farmers with technical assistance on agricultural practices, environmental sustainability and quality standards, and access to credit at fair terms as well as reliable markets where they can sell their crops at a fair price. Starbucks' sustainability bond addresses all of these concerns, as it intends to use the proceeds of the sustainability bond on the following three projects:

*1. Purchases of coffee verified under its own C.A.F.E. Practices*

Sustainalytics considers Starbucks' C.A.F.E. Practices to be a strong programme for driving sustainable coffee growing practices. The programme is designed to engage all coffee producers, from small-scale family-owned farms to cooperatives. The Practices address quality expectations and economic transparency as well as set standards for social responsibility and environmental best practices in coffee growing and processing. Farmers, based on their performance, are assigned one of the three statuses: strategic, which represents a score of 80% or higher on the C.A.F.E Practices scorecard; preferred, which represents a minimum score of 60% or higher on the scorecard; or verified, which means that the supplier complies with all zero-tolerance indicators on the scorecard.

C.A.F.E. Practices indicators are tradable and the status is based on the suppliers' total score, meaning that suppliers can be assigned preferred or strategic status based on the fulfillment of different indicators. The zero-tolerance indicators for verified compliance with C.A.F.E. Practices are minimum expectations rather than best practice. For example, in the environmental dimension, Starbucks requires suppliers not to use pesticides that are listed by the World Health Organization as Type 1A or 1B, or that are banned according to applicable laws. In the social dimension, the C.A.F.E. Practices zero-tolerance indicator on wages and benefits requires the farm owners to pay at least minimum wage to all farm workers (whether permanent, contract, or seasonal). The minimum wage in most countries is still below the living wage for that country; therefore, requiring farm owners to pay at least a living wage would be best practice;

<sup>3</sup> The International Finance Corporation, "Improving the Agricultural Practices of Coffee Farmers in Central America", October 2014.

<sup>4</sup> Report on the outbreak of coffee leaf rust in Central America and Action Plan to combat the pest, International Coffee Organization, 13 May 2013 <http://www.ico.org/documents/cy2012-13/ed-2157e-report-clr.pdf>

however C.A.F.E. does at least encourage higher than minimum wages by allocating an extra point to suppliers who pay more than minimum wage.<sup>5</sup> However, these limitations are addressed by Starbucks' commitment to engage with its suppliers in order to continuously increase their performance according to the C.A.F.E. Practices indicators. To incentivize suppliers to improve their performance, Starbucks pays a one-time premium to those farmers who rank as strategic against the C.A.F.E. Practices scorecards.

Sustainalytics notes that there has been some criticism of C.A.F.E Practices, as there is a perceived conflict of interest in Starbucks' developing its own ethical standards, rather than complying with other industry standards such as Fair Trade or Rainforest Alliance.<sup>67</sup> However, the company notes that at the time C.A.F.E Practices were developed, there were no third-party standards that addressed the intersecting sustainability challenges of coffee farming, or that would apply to small-scale coffee farmers. Furthermore, the company has demonstrated a high degree of transparency through the public disclosure of the scorecards and verification processes, and the involvement of third-party verification organizations who conduct audits and oversee the verification process. Additionally, Conservation International has conducted a 5-year impact assessment report disclosing performance trends under C.A.F.E Practices and reported the information publically.<sup>8</sup>

Starbucks has also been criticized for only offering a one-time price premium to its strategic suppliers under C.A.F.E Practices, instead of all suppliers that are C.A.F.E Practices verified. In response, the company emphasizes that C.A.F.E. Practices is not a certification scheme, but rather a continuous improvement programme. Once farmers are verified against C.A.F.E Practices by the 3<sup>rd</sup> party auditor, Starbucks works with them to improve their standing to reach preferred, and eventually strategic, status. Suppliers are expected to communicate the implementation of work plans to local Farmer Support Centers and provide progress reports. They can also reach out to Farmer Support Centers for additional assistance to improve their performance. According to internal documents reviewed by Sustainalytics, only a small percentage of current C.A.F.E suppliers rank as verified, compared to a large majority which are strategic or preferred. Furthermore, although only strategic suppliers are awarded price premiums, both preferred and strategic suppliers receive preferential contract terms.

Finally, as noted above, Sustainalytics finds that the standards of the C.A.F.E. Practices are aligned with leading practices in sustainable supply chain management, addressing the environmental and social concerns of coffee growers.

## 2. *Development and operation of farmer support centers*

Starbucks' agronomy centers are focused on building systemic continuous support to coffee farmers. Agronomists, sustainability and quality experts employed in those centers offer trainings to farmers to lower their cost of production, reduce pest and disease, improve coffee quality, increase the yield of premium coffees and train farmers on soil management, field-crop production and milling processes.

<sup>5</sup> The minimum wage is defined as the lowest wage legally permitted by government. The living wage is defined as the lowest wage that would allow the earner to afford adequate shelter, food and the other necessities of life.

<sup>6</sup> Raluca Dragusanu, Daniele Giovannucci, Nathan Nunn, *The Economics of Fair Trade*, accessed on 22 April 2016, [http://scholar.harvard.edu/files/rdragusanu/files/jep\\_firstdraft\\_sept10\\_2013.pdf](http://scholar.harvard.edu/files/rdragusanu/files/jep_firstdraft_sept10_2013.pdf)

<sup>7</sup> In FY 2014, Starbucks was the largest global customer of Fair Trade coffee (approximately 8.6% of all of Starbucks' coffee purchases).

<sup>8</sup> C.A.F.E.Practices Results Assessment Fiscal Years 2011-2012, [www.conservation.org/publications/Documents/2011\\_2012\\_Starbucks\\_CAFE\\_Practices\\_Results\\_Assessment.pdf](http://www.conservation.org/publications/Documents/2011_2012_Starbucks_CAFE_Practices_Results_Assessment.pdf)

Sustainalytics notes that the most robust approach to ensure income stability and maximum productivity for farmers would be to support them in improving growing techniques of both coffee and non-coffee crops, such as other cash crops or crops that provide food for farmers. Starbucks has informed Sustainalytics that experts from the support centers offer non-coffee crop support on an ad-hoc basis, although this area of work is not part of their mandate.

### 3. *Providing farmers with access to finance*

Coffee growers are typically identified as a high-risk demographic for conventional loans by traditional financiers. At the same time, access to finance is critical for coffee growers, in order to invest in productivity and improve the quality of their products, as well as ensure their own income stability. Starbucks intends to channel some of the proceeds of the sustainability bond to its Global Farmer Fund, which provides capital and financial advisory services through intermediaries (such as Root Capital and Fairtrade Access Fund) to coffee cooperatives/enterprises and smallholder farmers, with an emphasis on the latter.

These lending facilities are closely monitored by Starbucks to ensure that they are providing loans at a reasonable interest rate and, to the extent possible, focusing on mid- to long-term loans directly to farmers. Starbucks has informed Sustainalytics that, although the interest rates are not capped yet, it communicates to its partners facilitating loan distributions (e.g. Root Capital) to keep the “lowest rate possible.” Starbucks provides funds to its partners at its own corporate lending rates, but allows partners to set their own lending rates for farmers so that they can cover their programme and administrative costs. However, Starbucks has disclosed to Sustainalytics that it plans to introduce loan rate caps in future agreements with its partners.

Overall, Sustainalytics is of the opinion that, through the eligibility criteria, Starbucks is effectively targeting its sustainability bond proceeds towards environmentally friendly agricultural practices, and the socioeconomic advancement and empowerment of coffee farmers. This is underscored by the fact that Starbucks opens its technical assistance and loan programmes not only to farmers in its own supply chain but also to those coffee farmers who do not supply the company.

### **Project Selection Process**

Starbucks has outlined a clear decision-making process for the Project Selection Process involving both its Global Coffee and Group Finance Departments. The project evaluation and selection will clearly consider social and environmental sustainability objectives. As the eligible projects are all existing, long-term projects at Starbucks that are managed and monitored by the Global Coffee team, who will be making the recommendations for the allocation of proceeds, Sustainalytics is of the opinion that the selection process for projects and assets is strong and ensures that the selected projects will adhere to all mentioned eligibility criteria.

### **Management of Proceeds**

Pending allocation of sustainability bond proceeds, the management of sustainability bond proceeds is in line with accepted practices as outlined in the Green Bond Principles 2015.

### **Reporting:**

Starbucks will publish annual updates on allocation of sustainability bond proceeds as well as a selection of impact metrics relating to each use of proceeds. Starbucks has also committed to an independent audit of the allocation of proceeds. The impact metrics the company has selected will demonstrate the effect of the use of proceeds' in promoting environmentally friendly agricultural practices and the socioeconomic advancement of coffee farmers, including the breadth and scope of Starbucks' programmes. For the first time, Starbucks will disclose the number of new suppliers entering the C.A.F.E Practices programme, which will demonstrate the expanding scope of its outreach to coffee farmers.

Given that it is publicly disclosed, audited by a third party, clearly lays out adherence with the eligibility criteria, and includes impact reporting, Starbucks' sustainability bond reporting process is transparent and aligns with the expectations of the Green Bond Principles.

### **Conclusion**

Through its sustainability bond, Starbucks aims to invest in projects that improve the resilience and sustainability of the coffee supply chain, contribute to more environmentally friendly agricultural practices and promote the socioeconomic advancement of coffee farmers. Those farmers will benefit from continued support in the form of long-term supply contracts (and, where applicable, premiums), expert assistance on growing techniques as well as increased access to loans for further improvement of coffee farms. It is also expected that farmers will enhance their environmental management practices, benefitting the ecosystems surrounding their farms. This approach is aligned with the company's sustainability strategy. Noteworthy is the fact that the company opens its technical assistance and loan projects not only to its own supply chain, but also to farmers who are not currently suppliers, making an impact in the greater coffee supply chain.

Starbucks' sustainability bond framework aligns with the Green Bond Principles 2015. The criteria that are used for project selection are comprehensive and the project selection process is diligent. The company is committed to further enhance transparency by engaging an external auditor to confirm the allocations of proceeds. Through its commitment to provide impact reporting on the C.A.F.E Practices as well as offer additional case studies surrounding this programme, Starbucks provides additional valuable insights into the positive impacts of its engagement with suppliers. Overall, given the company's history of continued support for coffee growing industry, Sustainalytics is of the view that Starbucks' sustainable bond is robust and credible.

## APPENDICES

### Appendix I: C.A.F.E. Practices

C.A.F.E. Practices are presented as scorecards (both generic and customized to smallholders) of about 200 indicators that are publicly disclosed, and the company encourages its use by other industry players.<sup>9</sup> Upon completion of the verification process overseen by SCS Global Services (a third party environmental, sustainability and food quality certification organization), coffee farmers may receive one of the following statuses:

- **Strategic supplier**, achieve minimum 80% of the total score and comply with the zero tolerance indicators. These suppliers are eligible for USD 0.05 premium on per pound on all green coffee shipped during the first year of achieving the strategic status and for one more year if they demonstrated improvement in their practices. Awarded for four years if audited during harvest period and no organizational changes occur.
- **Preferred supplier**, achieve minimum 60% of the total score and comply with the zero tolerance indicators. Awarded for three years if audited during harvest period and no organizational changes occur.
- **Verified supplier**, achieve below 60% of the total score and comply with the zero tolerance indicators. Awarded for two years if audited during harvest period.

<sup>9</sup> The full C.A.F.E. Practices scorecard can be reviewed at <https://www.scsglobalservices.com/starbucks-cafe-practices>

## Documents Reviewed

Sustainalytics reviewed the following documents for the purposes of writing this report

Number	Document Name
1	Starbucks 2014 Global Responsibility Report
2	Starbucks 2015 10-K Form
3	C.A.F.E. Practices Verifier and Inspector Operations Manual V5.2, English Version, released in January 2014

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Sustainalytics is headed by seasoned professionals in the field of business, finance, and sustainability, with a wealth of experience in the Responsible Investment area. After more than 20 years of local experience and expertise in the Responsible Investment (RI) market Sustainalytics has developed a comprehensive understanding of trends and best practices and a solid process to assist organisations in integrating ESG considerations into their policies and strategies. We have worked with some of the world's financial institutions including pension plans, investment managers and banks providing customised support to help them achieve their RI objectives. Clients include ABN AMRO, APG, BBVA, BNP Paribas, Deutsche Bank, ING Bank, Lombard Odier, Lloyds Bank, Triodos Bank, UBS and over 250 other financial institutions and organisations.

Sustainalytics now has a staff of 250 employees globally, including over 120 analysts, with operations in Amsterdam, Boston, Bucharest, Frankfurt, New York, Paris, London, Singapore, Sydney, Timisoara, and Toronto, and representation in Brussels and Washington DC.

In 2015, Sustainalytics was named the Best SRI or Green Bond Research Firm by GlobalCapital. In December 2014, for the third year in a row, Sustainalytics was named best sustainable and responsible investment research firm in the Independent Research in Responsible Investment (IRRI) Survey, conducted by Thomson Reuters and SRI-CONNECT.



**SUSTAINALYTICS**  
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Michael Jantzi, CEO

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