



Fisher Leadership Sustainability Report 2020



Creating a world of difference.

About Fisher Leadership

At Fisher Leadership, the way people want to connect to work is changing. Importantly, the way organisations need to connect to talent must change ahead of this change. We believe diversity and difference set organisations up to solve for a sustainable future.

Curating the right mix of leaders around the decision-making tables of the future is critical. Diverse mindsets generate better debate, better risk management, better strategy. Diverse capabilities set our organisations up to solve for the future.

Over two decades, we have won trust and respect as a heritage brand founded on bringing difference to the table. Every aspect of our business is geared to challenge and lead the executive journey of the future.

www.fisherleadership.com

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A word from the Managing Director



MICHELLE LOADER

There is little doubt 2020 is a defining year in our shared history. The reality that we are only as strong and healthy as the people and partnerships around us has hit home. Sustainability has become personal, and the importance of the ecosystem has been amplified. It is time to take stock and think about how we, as business leaders, can help build a better, more sustainable world.

Fisher Leadership's heritage of sustainable business practice derives from promoting diversity, inclusivity, wellbeing and future skills over two decades. Today we build on the leadership of Founding Director Jo Fisher to cement sustainability as a part of our daily practice. The ESG Sustainability Report is designed to ensure Fisher Leadership remains purpose aligned and relevant in the changing world of work, to our team, our clients and to the broader community for the future.

Leaders across the firm have picked up the ESG initiative and leveraged the framework as trigger points for some compelling changes. Collectively we have achieved a clarity of purpose, aligned values and a strategy that has seen our high-quality executive search firm complemented by the Gig Executive and CogNative Solutions business streams.

These changes not only support our own growth and sustainability, but that of our ecosystem. Perhaps one of the most exciting aspects of the journey has been the range of new products launched specifically to support sustainability within client practices. Breathing Space enables executive mental health and wellbeing. Board effectiveness reviews promote diversity of thought and future skills at decision-making levels. And ESG sustainability reporting

shares the value of the sustainability framework. We see many of our clients' boards challenged by rapid change and uncertainty. By leveraging our depth of experience and cross sector knowledge, we become part of the sustainable solution.

As a firm, we know that renewal is not just about what we do; it is also about how we do it. At Fisher Leadership we build innovative solutions firm-wide. We leverage decades of experience advising boards, directors and organisations to understand the impact of operational and aspirational decisions – environmentally, socially and economically.

As our sustainability agenda continues to evolve, we have listened carefully to stakeholders, allowing these perspectives to strengthen our governance framework and commitment to understanding what is truly important in terms of our social and environmental responsibility. We value creation. We are proud of the progress we have made, and the value created on this journey. We are delighted to provide to you, our stakeholders, our first Sustainability Report. We will update this report annually as we strive to become leaders in personal, organisational and global sustainability.

I look forward to working with you as we seek to create a world of difference and welcome your feedback or contact via mloader@fisherleadership.com.

Michelle Loader, Managing Director

Purpose

Creating a world of difference is our purpose. But more than that, it is our process, our map to navigate and deliver value. Most importantly, for our team, it is a reason to show up to work each day.

"The difference we bring is the difference we make."

Our three brands each embody different elements of this overarching purpose:



Leaders who make a difference

Executive search: placing senior leaders and board members for positive impact.



Leaders who bring difference to the table

Gig Executive: connecting highly skilled, interim leaders to solve organisational challenges fast.



Leaders leveraging difference for success

CogNative Solutions: works with individuals, teams and organisations to deliver sustainable success.

Strategy

The success of our business is tied to the quality of support we give to the sectors we service to be sustainable and thrive. Co-creation of value is critical.

We advise clients on organisational purpose, structure, culture, people matters and organisational practices to underpin sustainable success.

We provide positive leadership tools to navigate the right people, at the right table at the right time. We partner with clients to bring organisational aspirations to life . . . sustainably.

We focus on social impact, corporate, not for profit and public sectors to support organisations looking to make a difference to the world.

Values

Our values act as measures of social listening and social impact.

From a governance standpoint, our values inform our internal process, our external interactions with clients and candidates and our product design. Values should be living, breathing, actionable aspects of our working lives. At Fisher Leadership, our values were borne out of our team sitting down and

establishing both what our market differentiators are, and also what our stakeholders tell us consistently makes the difference for them. As such, the values created are more like tools, measures or milestones than words on the wall.



We see partnership as the new leadership, and cognitive diversity as key to successful collaboration.

Our genuine care earns trust in each other, our partners and our clients.



We drive transformative impact in the new working world.

We exist to solve beyond the now. We commit to seeing things differently.



We are successful when...


Our team is inclusive and diverse.


Our communities, talent and suppliers value their relationships with us.


Our shareholders receive a sustainable economic return.


Our clients see the relationship as supporting their organisational sustainability.


Our people believe they have contributed to creating a world of difference: impacting sustainability personally, organisationally and globally.

Sustainability Agenda



Consolidating our sustainability focus

Over the past two decades, Fisher Leadership has invested significant resources in developing our approach to Sustainability.

In consolidating our sustainability agenda, we have reviewed in depth what we as an organisation must do to ensure we live and promote sustainable business practices.

The **UN Sustainable Development Goals** (SDGs) provide our guiding light. We have applied the ESG framework as the most appropriate means to focus our efforts.

Throughout the report, the SDG icons are used to reference the alignment of our initiatives.



Our key areas for focus are identified as:

1. Diversity and Inclusion
2. Health Safety and Wellbeing
3. Information Security & Data Privacy
4. Ethics and Professional Integrity
5. Community Engagement
6. Product Development & Innovation

In this report, we are pleased to present where we are on our Sustainability journey within the ESG framework, and our plans for the coming year.



Community Consultation

In developing our sustainability agenda, we have consulted with our key stakeholders (both internal and external) and looked to global standards, community expectations and best practice.



Commitment to Priorities

The consultation process has enabled us to develop a clear set of priorities that we believe are the material issues that Fisher Leadership can apply focus to and build on what has been achieved to date.

Our Sustainability Services



Co-Creation of Sustainability

In creating a world of difference, we have looked further at the services we offer to clients. We believe strongly in our ability to go beyond our own sustainability practices and contribute meaningfully to the sustainability practices of our clients – be it at organisation, team or individual level.

Our products have been refined to focus on supporting clients in developing their sustainability practices. We will touch briefly on these innovations and reference

alignment to the UN Sustainable Development Goals where applicable. In particular, the following programs represent a real difference to our clients:

Emergent Conditions Mapping

Executive Sustainability

ESG Sustainability Review

Applying the ESG Lens

Board Effectiveness Review

Risk and Governance

Breathing Space

Executive Mental Health & Wellbeing

Commitment to Partnerships

Sustainable Communities

“Our deep partnerships with our clients ensure we collaboratively build capability within the leadership team and the organisation.”

DAVID BABER, PARTNER, FISHER LEADERSHIP

Governance



Taking responsibility for how we operate.

Data Privacy and Information Security



"Protecting the privacy of our clients and talent, means protecting their data and networks from corruption, loss and cyber-attacks."

GAVIN DEAN
CTO, FISHER LEADERSHIP

Dealing with personal and sensitive information is at the core of what we do. Over two decades we have never had a privacy or security breach. Our key currency is trust and it is essential that our client and candidate expectations are met, in providing their data and allowing us to use it, which is paramount to our ongoing success. Our privacy policy is available to view on our website. The policy is reflective of both the information protection principles and the respect we have for people's privacy. The Fisher Leadership privacy policy sets the parameters for what data we collect, store, protect and how we use the information.

Fisher Leadership has measures in place to protect personal information from:

- Misuse;
- Loss or corruption;
- Unauthorised access;
- Unauthorised or unintended disclosure.

We protect the data we hold by:

- Physical security – locks and security access systems in our premises;
- Maintaining network security – including firewalls, identification codes, passwords and second level authentication to control access.;
- Access rights to computer systems set by role to limit access authorisation.



We respect people's privacy by:

- adhering to Australian Privacy Principles contained in the *Privacy Act 1988 (Cth)*;
- transparency in the retention and reuse of data for additional communications;
- provision of opt-out or unsubscribe actions on every communication.

We are pleased that in our long history we have not had any reports of data privacy breaches. The organisational culture at Fisher Leadership plays no small part in maintaining and re-enforcing the data protection policy and processes we have in place.

In the coming 12 months, Fisher Leadership will continue the current program of simplifying and streamlining our systems architecture. This process has and continues to enable a more consistent approach to data storage, management and protection. Extensive perimeter testing is scheduled for the current year.

Ethics and Professional Integrity



"Our commitment to sustainability and fostering a continuous improvement mindset is a strategic and smart way to run a business."

LEON LAU
CHAIRMAN, FISHER LEADERSHIP

Central to our success as a professional services firm has been and continues to be a culture that is founded on the highest levels of ethics and professional integrity. Since we began as a firm, we have always engaged a team of highly qualified legal, accounting and governance advisors.

As one of the few internationally accredited AESC Search and Leadership firms in Australia and New Zealand, we exemplify best practice. Additionally, our membership as an IMD Partner ensures a global perspective. This culture of integrity is ingrained in how we operate and underpinned by our induction process, our policies and standards which serve to clarify expectations. Similarly, our culture of psychological safety ensures individuals speak out if they see a problem.

Integral to our induction process is the provision of an employee handbook which is provided to all directors, employees and associates upon joining Fisher Leadership. The employee handbook shares the way we do business, our purpose and values, and our key policies that encapsulate and reinforce the way we create an inclusive, safe, respectful, law abiding and ethical environment. It also lays out the ethical and physical firewall that exists between our difference businesses.

Our *Code of Conduct* is included in the employee handbook and sets out standards of behavior. This code is founded on a



simple principle – we are responsible for our behaviours and actions and will be accountable for them. The code also establishes our whistleblower process and consequences in instances where the code is breached.

Over the coming year we will continue to evolve our organisational processes to ensure we maintain the highest levels of ethics and integrity as we continue to grow in scale and scope. Key training modules will be formally integrated with the induction process to ensure our expectations are supported by understanding at the outset. We will continue the simplification of our systems architecture to both improve efficiency and to further enhance the ability to protect our data and operations and build ongoing testing regimes to monitor this.



Ethics and Professional Integrity



Key aspects of our code of conduct and associated policies

Ethical behaviour

Team members will observe high standards of honesty, integrity, ethical and responsible behaviour in all dealings – internal or external.



Confidentiality

Dealing with confidential information is a critical part of our work. The team will not misuse or disclose confidential information relating to our clients, candidates, employees or suppliers.



Dealing with conflicts of interest

We understand conflicts of interest arise. Our policy requires that such conflicts – actual, perceived and potential - be disclosed and managed to satisfaction.



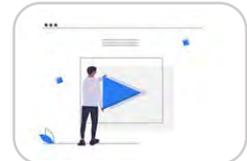
Complying with the law

At a minimum, those working with and for Fisher Leadership are expected to comply with laws and regulations applicable to our business. Our policy requires that individuals responsibly understand the legal environment and seek help if unsure.



Gifts and entertainment

Whilst gifts and entertainment may be part of business, we have a strong belief in discouraging or limiting this activity to ensure there is no influence, actual or perceived, on decisions or relationships.



Data privacy and information security

Critical to our role is the handling of personal and sensitive data, and we must maintain the trust of those stakeholders to whom that data relates. Our Privacy Policy governs the collection, storage, access, use and retention of data, and our Information Protection Policy is in place to protect against threats, unintentional disclosure, loss or corruption of the data we hold.



Whistleblower

Our whistleblower policy is in place so that people can speak out when something does not seem right - without fear of reprisal and with strict protection.

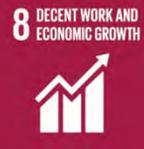


Inclusion

Discriminatory behaviour, harassment or victimisation is not tolerated at Fisher Leadership. Respect for all people regardless of whether they are internal or external and irrespective of similarities or differences is paramount to our belief in diversity and inclusion.



Risk Management



"When we manage our risk, we manage our opportunities."

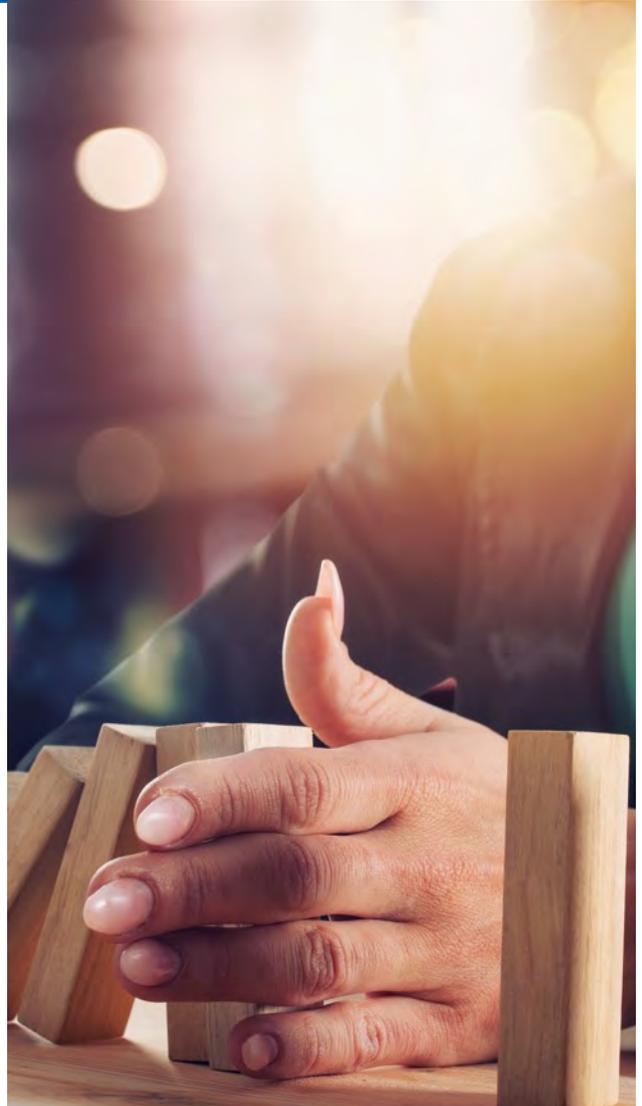
JO FISHER
FOUNDING DIRECTOR, FISHER LEADERSHIP

At Fisher Leadership, we see risk management as a positive discipline that serves both to help avert threats and to realise opportunities. By building risk awareness into our culture and risk assessment and management into our capability, we are positioning our firm for sustainability.

The board of directors at Fisher Leadership set the tone for how we manage risk, starting with a clear statement of risk appetite. This provides our team with clear direction of balancing doing the right thing with what risks are acceptable, and what risks are not acceptable.

Our risk management framework builds on the risk appetite statement. We have developed a robust process of risk identification and assessment at both strategic and operational level – and see this as an essential part of growing our business sustainably.

The area of emerging risk and how we are positioned to respond is an increasingly important part of our planning processes – both in the context of threat and ensuring we have the agility to act on opportunity. With the rapid and substantive changes to the environment we operate in, be it technological change, regulatory change, climate change or (as experienced more recently with an epidemic) disruption to business as usual, there are threats to be navigated and opportunities arising.



Our CogNative Solutions business is active in taking products to market that directly support our clients in developing their sustainability credentials. This is an increasingly important part of our planning processes via emergent conditions mapping.

Our focus for the year ahead is to continue to strengthen our risk awareness, culture and integration of risk into both strategy and operations.

Product Development & Innovation



"We are solving next world problems today and basing our learning on decades of supporting executives through the highs and lows of their career."

NIKKI MAY
HEAD OF CREATIVE, FISHER LEADERSHIP



Fisher Leadership have a long and proud heritage in executive search. Over two decades we have developed a methodology that underpins our intimate knowledge of the ups and downs directors and executive leaders face. Through our renewal program, targeted products have been developed to serve the sustainability of our clients and placed leaders.

Process

Our product development and innovation program has been anchored by our purpose, our values and our strategy – as outlined previously in this document. Beginning the process with our first value 'Care' we ensure the human experience is at the centre of our product. The 'Collaborate' value pertains to our brainstorming and ideation sessions with business, community and government stakeholders, while 'Solve' captures our innovation and prototyping using technology. Our final value 'Impact' takes the design thinking process to a future thinking process, ensuring sustainable value for all.

Individual Sustainability Programs

- **Breathing Space** - a mental health and wellbeing program for leaders
- **Coaching** - career transition and adaptation

Team Sustainability Programs

- **Covid-19 Team Health Check** - a wellbeing, engagement and productivity checkup for remote teams
- **Strategy and Success Planning** - for teams
- **Team Onboarding** - welcoming, engaging and retaining new people

Organisational Sustainability Programs

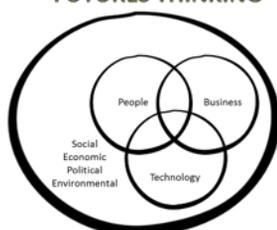
- **Emergent Conditions Mapping** - a critical examination of the trends within clients' macro-environment
- **Board Composition and Effectiveness** - balancing the mix of skills and processes to meet stakeholder needs
- **Future Skills** - enabling workforce sustainability and future resilience
- **Commitment to Partnerships** - best practice collaboration over competition

DESIGN THINKING



Focused

FUTURES THINKING



Broad

Social Responsibility



Caring for people and the community.

Diversity & Inclusion



"The difference we bring is the difference we make."

MICHELLE LOADER
MANAGING DIRECTOR, FISHER LEADERSHIP

Proactive identification of under-represented applicants

Fisher Leadership is proud member of Diversity Council Australia and founding partner for the creation of their Inclusion Directory Network. This has catalyzed a comprehensive repository of all D&I initiatives nationally.

To date, 50% of the executive search assignments undertaken by the Fisher Leadership team have resulted in the appointment of senior female leaders. We have built a reputation for ensuring outstanding women and candidates from underrepresented backgrounds appear on our shortlists.

Fisher Leadership offers a commitment to proactively seek out Indigenous leaders. Likewise, our LGBTIQ+ community and leaders subject to disability or age bias are supported. Such candidates often bring added problem solving, inclusive culture building and empathetic leadership skills to the table. Our future focus for diversity incorporates a move towards adopting a Reconciliation Action Plan as well as an increased focus on comprehensively measuring cognitive diversity in the team setting.

Cognitive diversity

Beyond visible diversity we also take into account cognitive diversity. Encompassing diversity of thought, this approach promotes multidimensional diversity and contributes to better decision making, innovation and value-creation in the business setting.



50.2%

executive search assignments undertaken by our team have resulted in the appointment of **senior female leaders**

62%

of our internal employees identify as female, with 38% identifying as male.

1.2% of our

appointments have involved senior Indigenous executives - promoting growing representation.

Gender Parity amongst our team

With a gender balance of 62% women, we are proud to report we currently and historically have gender parity at both the executive and partner level. We commit to parity at all levels moving forward.

Flexible and Remote Work

A commitment to workplace flexibility impacts team well-being and inclusion, with members working four-day weeks, and from home, since the firm's inception.

Tackling unconscious bias

We help individuals override unconscious bias that stems from the assumption that examples of past success predict future success.

Health, Safety & Wellbeing



SUSTAINABILITY

GOVERNANCE

SOCIAL

ENVIRONMENTAL

"Leaders need to stop and take a breath, to remember what's important and centre themselves."

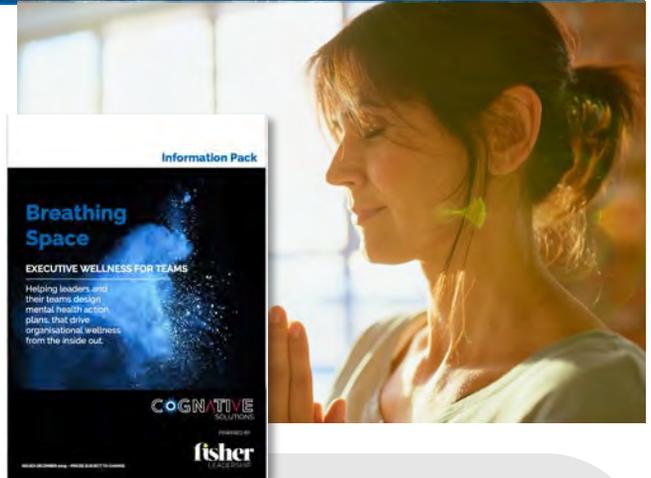
DAWN O'NEIL AM
WELLBEING STRATEGIST, FISHER LEADERSHIP

In keeping with our value of care, Fisher Leadership has always maintained a focus on the safety and wellbeing of our people. This is documented in our Health and Safety Policy and in our Wellbeing Policy.

Operating in an office environment, the level of physical safety hazards is relatively low. Focus on optimal standards including ergonomics has resulted in great outcomes with no injuries over the last two decades. Initiatives such as paid gym memberships and a wellness subsidy are in place. We have recently experienced a challenge in the rapid move to 100% mobile workforce and responded quickly by having a risk assessment of the home space used for work to protect against short, or long-term, injury.

Our focus both internally and externally on creating a culture of psychological safety and mental wellbeing allows us to embed best practice as well as test innovative new initiatives with our own teams before taking these products to market. One recent example of this was the team wellbeing check-in previously mentioned.

Our sponsorship of the Royal Children's Hospital art trail is an example of our contribution to community wellbeing. Alongside, is our annual promotion of RUOK? day. Our partnership with industry groups such as CEDA, LGPRO, Committee for Melbourne, Circus Oz and the Melbourne Theatre Company to bring open mental health discussions, panels and forums to the spotlight highlights our passion for sustaining community health.



Breathing Space is our flagship mental health and wellbeing program for leaders. The 12-month program supports high performance leaders operating under pressure to live well, work well and lead well.

Stress is not only a fact of executive life, but a fact of life generally. What matters to us is supporting leaders to balance stress and recovery to enable mentally healthy, high performance leadership.

We have created a learning and development program that provides leaders with self management tools they can use now and into the future.



Candidate, Talent & Client Satisfaction



"The fact that we survey all clients and all short-listed candidates is key. We are ready to hear all feedback; how else will we know how we're doing?"

LIZ JONES, PARTNER, FISHER LEADERSHIP

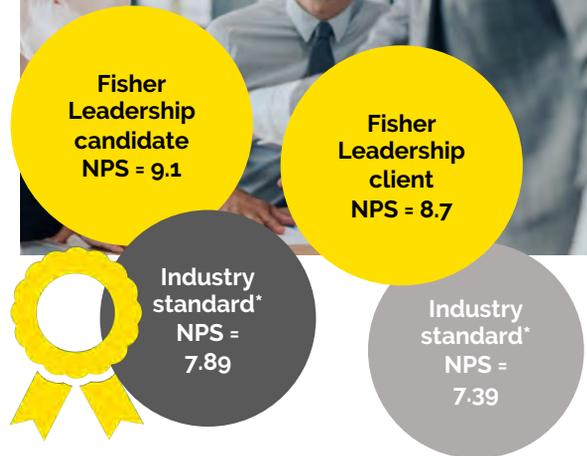
Fisher Leadership combines highly personalised relationships with innovative technology solutions, to ensure efficiency is balanced with client and candidate wellbeing. At the completion of engagements, clients and all short-listed candidates are surveyed to gain feedback which is incorporated into future process for continual improvement.

Candidate care and follow up

Fisher Leadership treats all candidates with utmost respect. Applicants responding to advertisements are assessed and interviewed alongside those from the search process. We ensure every candidate is kept informed of application status and given the opportunity to discuss feedback.

Managing internal candidates is typically a delicate and complex matter and one we handle considerately. Whilst internal candidates are assessed on the same basis as external candidates, if unsuccessful, the process is considered as one of development, especially if our client intends to keep this talent within the organisation for the long term.

Successful candidates and the client are followed up at regular intervals to check progress and ensure satisfaction.



*Source: Staffing Industry NPS 2018, ClearlyRated

Our candidate experience:

Liz took the time to walk me through the process and I was well informed of what was required of me. Liz's transparency during the recruitment process was incredibly refreshing and her support was fabulous. Liz Weir

Extraordinary level of professionalism and care. I felt at all times like Deborah had my back even as she acted for the client as well. It's a difficult balance. I don't think I've ever seen it done better. Mike Efron

Our client experience:

A great group of candidates and just wanted to say what a fab job you and your team are doing.

Georgie Harman, CEO Beyond Blue

(after a series of Zoom panel interviews at the start of COVID lockdown)

Community Engagement



"Partnership is the new leadership."

MICHELLE LOADER
MANAGING DIRECTOR, FISHER LEADERSHIP

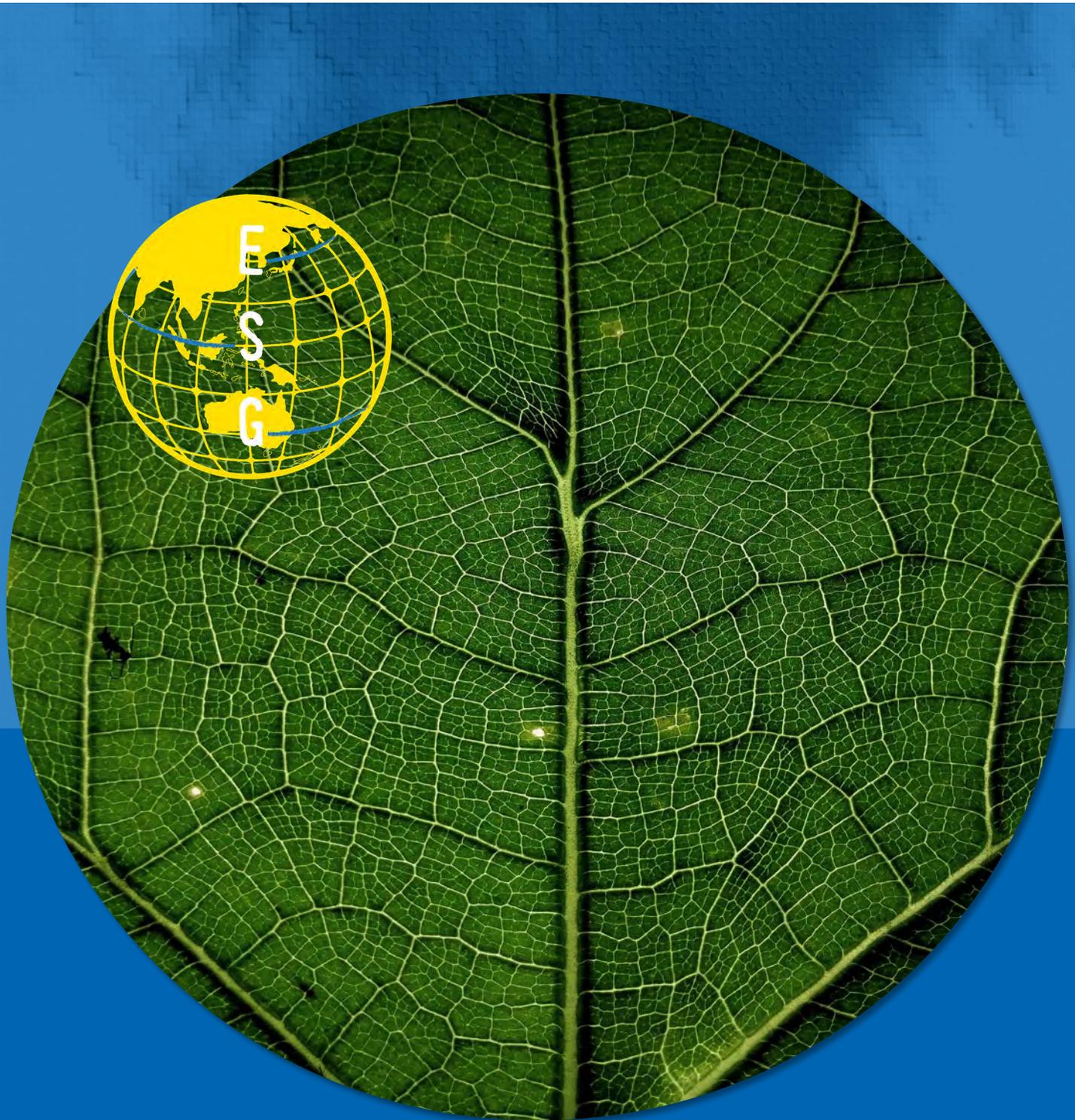
At Fisher Leadership we believe partnership is the new leadership. We understand the value of strong communities and feel compelled and grateful to contribute proactively to the places where we live and work. We put back a significant amount of profit into community causes that align to our purpose of making a difference, and our sustainability goals for leaders around cognitive diversity, mental health and the future of work.

Some of our key partnerships are as follows:

- Foundational partnership of the Diversity Council of Australia's Diversity and Inclusion Network
- Founding sponsorship of the Mandarin Careers Platform for the public sector
- Sponsorship of Indigenous leader Cara Lee Cray to undertake an MBA at Deakin University
- Partnership with RCH150 – the Royal Children's Hospital 150-year celebration funding an Indigenous sculptor to transform the hospital with beautiful art (as shown right)
- Sponsorship of the Future Work Summit shaping the human experience of work in decades to come
- Partner with IPAA to curate the Senior Executive Women's Network mentoring program as well as the International Women's Day high profile gala dinner
- Contribution to the Australian Institute of Company Directors via representation on the National Education Advisory Committee
- Participation in the Committee for Melbourne technology taskforce



Environment



Caring for the planet.

Environment & Climate Change



"It's like Mother Nature has given us this moment of pause to make different choices."

ANDREW NORTON
MANAGING PARTNER, FISHER LEADERSHIP

Fisher Leadership is an SME operating in the services sector with a relatively small footprint, however we are still determined to play our part in ensuring we look after the planet and minimise climate change.

We do this through our actions, policies and importantly through the work we do with other organisations in supporting their sustainability initiatives and developing their sustainability capabilities.

Our policies and actions

Given our small footprint, we have only limited opportunities to directly influence the environmental and climate change impacts of our operations. We are applying our focus to the areas we do have an impact, those being travel, efficiency of our office space and managing waste.

As we have improved our technology infrastructure over the last year, we have progressively reduced reliance on the need for interstate and international travel. Our policy of maximising the use of video technology is in place, however, given the nature of our business, we can never truly eliminate the need for meeting people face to face. In the coming year, we have plans to build a system to capture and monitor our carbon emissions from travel.

From a property perspective, we have only one office building in a centralised location to provide access to public transport alternatives to our staff. In the coming year we have planned to review

the office space requirements to ensure we have an efficient model, incorporating lessons learned from our experience of remote working during the Covid-19 crisis, flexible work arrangements and creating a positive work environment. In the meantime, we have ensured the switch to led lighting and sensor switches has been completed to minimise energy consumption.

With regards to waste management, we are working on two fronts to reduce our impact. The first is to maximise the use of goods that are recyclable and ensure they are appropriately disposed of. Over the past year we have improved recycling effectiveness in conjunction with building management, ensuring appropriate separation of recyclable goods; and signed a new contract with an e-waste provider to ensure efficient treatment of redundant equipment. In the coming twelve months we will complete a full procurement review that will examine each consumable in the business, with a view to:

- Ensuring consumables we use are recyclable;
- Ensuring that our suppliers have sound sustainability and environmental credentials;
- Monitoring our usage and seeking efficiencies to reduce consumption.

Supporting Others

Our CogNative Solutions business is active in taking products to market that directly support our clients in developing their sustainability credentials, including their approach environmental and climate change matters. In this regard, we have introduced the following programs:

- **Emergent conditions mapping** – a critical examination of the trends within the macro-environment clients operate within and how to adapt to these. Chief amongst these are environmental and climate change considerations.
- **Board composition and effectiveness** – the importance of the board having the right balance of skills and processes to be effective in a world where stakeholder expectations and scrutiny are increasing cannot be underestimated. This includes how a board can deal with the key issues of environmental care and climate change.
- **Sustainability through the ESG lens** – ESG is a framework that is becoming increasingly relevant to organisations in all sectors, not just in for-profit or listed entities. Our new offering provides boards and management with the tools and support to develop their sustainability agenda in line with their purpose, strategy and stakeholder needs.



"We leverage remote working before travelling to improve our environmental impact."

KATE WHEELER
PARTNER, FISHER LEADERSHIP



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More than 75% of Australia's top 200 companies are undertaking a meaningful level of environment, social and governance (ESG) reporting with an increased focus on conduct and risk-taking by employees, according to a study by the Australian Council of Superannuation Investors.

Australian Council of
Superannuation Investors, 2019

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Germany • Hungary • Italy • Mexico • Netherlands • New Zealand • Norway • Poland • Spain • Slovakia
• Sweden • Switzerland • Turkey • United Kingdom • United States

Appendix 1: Origins and Sources of ESG guidelines and standards



- SDG – UN Sustainable Development Goals (appendix 1)



- PRI – Principles of Responsible Investment (appendix 2)



- GRI – Global Reporting Initiative (appendix 3)



- SASB – Sustainability Accounting Standards Board (appendix 4)
- ACSI – Australian Council of Superannuation Investors





"Your value will be not what you know, it will be what you share."

Ginni Romitty, CEO IBM

Prepared by the
Fisher Leadership
Team 2020