



LEA 02	Monetary	Gateway	Reason for Interaction
Individual/ internal staff engagements	Individual/ internal staff engagements	Individual/ internal staff engagements	<input checked="" type="checkbox"/> To support investment decisionmaking in & company's material ESG issues <input checked="" type="checkbox"/> To enhance corporate transparency or identify the need to enhance our ESG issues <input checked="" type="checkbox"/> To engage investor ESG disclosure <input type="checkbox"/> Other: specify
Collaborative engagements	Collaborative engagements	Collaborative engagements	<input type="checkbox"/> To support investment decisionmaking in & company's material ESG issues <input type="checkbox"/> To enhance corporate transparency or identify the need to enhance our ESG issues <input type="checkbox"/> Other: specify
Service provider engagements	Service provider engagements	Service provider engagements	<input type="checkbox"/> To support investment decisionmaking in & company's material ESG issues <input type="checkbox"/> To enhance corporate transparency or identify the need to enhance our ESG issues <input type="checkbox"/> Other: specify

RI TRANSPARENCY REPORT

2019

Boston Partners Global Investors, Inc.

About this report

The PRI Reporting Framework is a key step in the journey towards building a common language and industry standard for reporting responsible investment (RI) activities. This RI Transparency Report is one of the key outputs of this Framework. Its primary objective is to enable signatory transparency on RI activities and facilitate dialogue between investors and their clients, beneficiaries and other stakeholders. A copy of this report will be publicly disclosed for all reporting signatories on the [PRI website](#), ensuring accountability of the PRI Initiative and its signatories.

This report is an export of the individual Signatory organisation's response to the PRI during the reporting period specified above. It includes their responses to mandatory indicators, as well as responses to voluntary indicators the signatory has agreed to make public. The information is presented exactly as it was reported. Where an indicator offers a response option that is multiple-choice, all options that were available to the signatory to select are presented in this report. Presenting the information exactly as reported is a result of signatory feedback which suggested the PRI not summarise the information.

PRI disclaimer

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OO 01.1 Select the services and funds you offer

Select the services and funds you offer	% of asset under management (AUM) in ranges
Fund management	<input type="radio"/> 0% <input type="radio"/> <10% <input type="radio"/> 10-50% <input checked="" type="radio"/> >50%
Fund of funds, manager of managers, sub-advised products	<input checked="" type="radio"/> 0% <input type="radio"/> <10% <input type="radio"/> 10-50% <input type="radio"/> >50%
Other	<input checked="" type="radio"/> 0% <input type="radio"/> <10% <input type="radio"/> 10-50% <input type="radio"/> >50%
Total 100%	

Further options (may be selected in addition to the above)

- Hedge funds
- Fund of hedge funds

OO 02.1 Select the location of your organisation's headquarters.

United States

OO 02.2 Indicate the number of countries in which you have offices (including your headquarters).

- 1
- 2-5
- 6-10
- >10

OO 02.3 Indicate the approximate number of staff in your organisation in full-time equivalents (FTE).

155

OO 03.1 Indicate whether you have subsidiaries within your organisation that are also PRI signatories in their own right.

- Yes
- No

OO 04.1 Indicate the year end date for your reporting year.

31/12/2018

OO 04.2 Indicate your total AUM at the end of your reporting year.

Total AUM
 82,264,799,095 USD
 82,264,799,095 USD

OO 04.4 Indicate the total assets at the end of your reporting year subject to an execution and/or advisory approach.

- Not applicable as we do not have any assets under execution and/or advisory approach

OO 05.1 Provide an approximate percentage breakdown of your AUM at the end of your reporting year using the following asset classes and investment strategies:

	Internally managed (%)	Externally managed (%)
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Listed equity	100	0
Fixed income	0	0
Private equity	0	0
Property	0	0
Infrastructure	0	0
Commodities	0	0
Hedge funds	0	0
Fund of hedge funds	0	0
Forestry	0	0
Farmland	0	0
Inclusive finance	0	0
Cash	0	0
Money market instruments	0	0
Other (1), specify	0	0
Other (2), specify	0	0

OO 06	Mandatory	Descriptive	General
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OO 06.1	Select how you would like to disclose your asset class mix.
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- as percentage breakdown
- as broad ranges

OO 06.3	Indicate whether your organisation has any off-balance sheet assets [Optional].
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- Yes
- No

OO 06.5	Indicate whether your organisation uses fiduciary managers.
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- Yes, we use a fiduciary manager and our response to OO 5.1 is reflective of their management of our assets.
- No, we do not use fiduciary managers.

OO 09	Mandatory	Peering	General
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OO 09.1	Indicate the breakdown of your organisation's AUM by market.
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99.85	Developed Markets
.15	Emerging Markets
0	Frontier Markets
0	Other Markets

OO 10	Mandatory	Gateway	General
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OO 10.1	Select the active ownership activities your organisation implemented in the reporting year.
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	Listed equity – engagement
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- We engage with companies on ESG factors via our staff, collaborations or service providers.
- We do not engage directly and do not require external managers to engage with companies on ESG factors.

	Listed equity – voting
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- We cast our (proxy) votes directly or via dedicated voting providers
- We do not cast our (proxy) votes directly and do not require external managers to vote on our behalf

OO 11.1	Select the internally managed asset classes in which you addressed ESG incorporation into your investment decisions and/or your active ownership practices (during the reporting year).
	Listed equity
	<input checked="" type="checkbox"/> We address ESG incorporation. <input type="checkbox"/> We do not do ESG incorporation.

OO 12.1	Below are all applicable modules or sections you may report on. Those which are mandatory to report (asset classes representing 10% or more of your AUM) are already ticked and read-only. Those which are voluntary to report on can be opted into by ticking the box.
	Core modules
	<input checked="" type="checkbox"/> Organisational Overview <input checked="" type="checkbox"/> Strategy and Governance
	RI implementation directly or via service providers
	Direct - Listed Equity incorporation
	<input checked="" type="checkbox"/> Listed Equity incorporation
	Direct - Listed Equity active ownership
	<input checked="" type="checkbox"/> Engagements <input checked="" type="checkbox"/> (Proxy) voting
	Closing module
	<input checked="" type="checkbox"/> Closing module

OO LE 01.1	Provide a breakdown of your internally managed listed equities by passive, active - quantitative (quant), active - fundamental and active - other strategies.
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Strategies	Percentage of internally managed listed equities
Passive	<input type="radio"/> >50% <input type="radio"/> 10-50% <input type="radio"/> <10% <input checked="" type="radio"/> 0%
Active - quantitative (quant)	<input type="radio"/> >50% <input type="radio"/> 10-50% <input type="radio"/> <10% <input checked="" type="radio"/> 0%
Active - fundamental and active - other	<input checked="" type="radio"/> >50% <input type="radio"/> 10-50% <input type="radio"/> <10% <input type="radio"/> 0%
Total 100%	

SG 01.1 Indicate if you have an investment policy that covers your responsible investment approach.

Yes

SG 01.2 Indicate the components/types and coverage of your policy.

Policy components/types	Coverage by AUM
<input checked="" type="checkbox"/> Policy setting out your overall approach <input type="checkbox"/> Formalised guidelines on environmental factors <input type="checkbox"/> Formalised guidelines on social factors <input type="checkbox"/> Formalised guidelines on corporate governance factors <input type="checkbox"/> Fiduciary (or equivalent) duties <input type="checkbox"/> Asset class-specific RI guidelines <input type="checkbox"/> Sector specific RI guidelines <input type="checkbox"/> Screening / exclusions policy <input checked="" type="checkbox"/> Engagement policy <input checked="" type="checkbox"/> (Proxy) voting policy <input type="checkbox"/> Other, specify (1) <input type="checkbox"/> Other, specify(2)	<input checked="" type="checkbox"/> Applicable policies cover all AUM <input type="checkbox"/> Applicable policies cover a majority of AUM <input type="checkbox"/> Applicable policies cover a minority of AUM

SG 01.3 Indicate if the investment policy covers any of the following

- Your organisation's definition of ESG and/or responsible investment and it's relation to investments
- Your investment objectives that take ESG factors/real economy influence into account
- Time horizon of your investment
- Governance structure of organisational ESG responsibilities
- ESG incorporation approaches
- Active ownership approaches
- Reporting
- Climate change
- Understanding and incorporating client / beneficiary sustainability preferences
- Other RI considerations, specify (1)
- Other RI considerations, specify (2)

SG 01.4 Describe your organisation's investment principles and overall investment strategy, interpretation of fiduciary (or equivalent) duties, and how they consider ESG factors and real economy impact.

Boston Partners has a two step investment process. The first step is a quantitative ranking of the investment universe based on valuation, momentum and fundamental factors which includes certain ESG considerations. The second step is a fundamental review by the research team looking at valuation, momentum and fundamental criteria, including ESG information. The research team uses source documents and management meetings to identify an investment catalyst and determine an appropriate valuation. Each recommendation is communicated to portfolio managers for consideration for client portfolios. ESG information is provided to the fundamental analyst team by the sustainability and engagement team in addition to any esg information generated by the fundamental analyst.

SG 01.5 Provide a brief description of the key elements, any variations or exceptions to your investment policy that covers your responsible investment approach. [Optional]

Boston Partners is a signatory to the United Nations Principles for Responsible Investment. Boston Partners' investment process has always stressed investment in companies with good fundamental characteristics, including sustainability, environmental, social and governance factors.

Quantitative Screening:

The initial step in the investment process is a quantitative screening of the investment universe based on a number of factors. Inputs to our scoring models include certain ESG/Sustainability considerations. Proprietary ESG/Sustainability considerations include:

Capital Acquisition and Efficiency which tries to capture the degree to which the company sustainably manages resource utilization and supply chain management;

Management Signaling which indicates governance practices surrounding disclosure, stakeholder engagement and shareholder welfare; and Sustainable Growth which measure how efficiently management uses internal resources to minimize its environmental footprint and reduce dependence on and absorption of external resources.

Fundamental Research/Engagement and Sustainability Team.

The next step in the investment process is an in-depth review by the fundamental analyst team of each of the companies generated by the quantitative screening process. From various sources, the fundamental analysts have ESG research available to them to consider as part of their research process. In addition, the Engagement and Sustainability Team provides to the fundamental analyst team an in-depth review of the ESG/Sustainability issues for those companies that have adverse scores on various ESG/Sustainability metrics as produced by several well-known organizations including Robeco SAM AG, Boston Partners affiliate and a leader in the ESG/Sustainability field. The fundamental analyst team considers the information produced by the ESG/Sustainability team in determining their recommendation on a company and uses such information for further dialogue with the company's representatives at investor meetings.

The goal of ESG research at Boston Partners is to ensure that issuers in which client portfolios are invested do not engage in conduct that a reasonable person would consider unethical, environmentally harmful or materially contrary to the interests of shareholders.

We undertake original research into issuers looking at issuer documents such as the annual report and corporate responsibility report and any other disclosures as well as an extensive search for any reports or stories about the issuer regarding anything ESG related, for example, any fines or

litigation imposed within the preceding few years. Ultimately, we want to see companies have the following:

Corporate Responsibility Report. The issuer should have an annual corporate responsibility report that meets a recognized reporting format, preferably the G-4 guidelines. The report should address the following: a. climate change policy; b. greenhouse gas emissions reduction policy and disclosure of GHG emissions measurement; c. corporate governance; d. supply chain management.

Supply Chain Management Policy. The issuer should have a policy on supply chain management that requires each supplier to adhere to certain standards including no child or forced labor; environmental preservation; reasonable work hours; product quality/product contamination; conflict minerals. The supply chain management policy should include some type of periodic audit of the suppliers for compliance with the terms imposed on the suppliers by the policy.

Carbon Disclosure Project. The issuer should be a participant in the carbon disclosure project, disclosing its carbon usage in accordance with the CDP requirements.

Corporate Governance. The issuer should have a code of ethics addressing issues such as bribery and relations with governmental clients and other conflicts of interest. The issuer should also have an independent chairman and should provide shareholders with the right to call special meetings or to act by consent based upon the request of 10% of the shareholders.

Absence of litigation/regulatory actions. The issuer should not be subject to any material litigation involving any of the ESG considerations currently or within the last 3 years and the issuer should not have been subject to any material fines or other regulatory proceedings within the past 3 years.

An issuer's failure to have any of the 5 items will not necessarily result in a negative recommendation; however, such failure would be the basis for a recommendation for improvement that generally would be conveyed to the issuer.

Engagement

In addition to the dialogue between the fundamental analyst team and the companies as described above, the Engagement and Sustainability Team will work with the fundamental analysts to correspond formally with companies regarding ESG/Sustainability issues that Boston Partners believes are important to our clients. Boston Partners votes proxies for most of its clients and incorporates an ESG/Sustainability consideration into its proxy decisions. In addition, Boston Partners will address directly with company management Boston Partners' views on proxy issues where Boston Partners does not support a management position as well as on other ESG matters where Boston Partners considers the issuer deficient.

Best Interests of Our Clients.

Every part of our investment process, including ESG/Sustainability considerations, is executed solely in the best interests of our clients.

No

SG 02	Mandatory	Core Assessed	PRI 6
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SG 02.1	Indicate which of your investment policy documents (if any) are publicly available. Provide a URL and an attachment of the document.
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Policy setting out your overall approach

URL/Attachment
<input checked="" type="checkbox"/> URL https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf
<input checked="" type="checkbox"/> Attachment (will be made public) ESG Policy.docx

Engagement policy

(Proxy) voting policy

We do not publicly disclose our investment policy documents

SG 02.2	Indicate if any of your investment policy components are publicly available. Provide URL and an attachment of the document.
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Your organisation's definition of ESG and/or responsible investment and it's relation to investments

URL/Attachment
<input checked="" type="checkbox"/> URL https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf
<input checked="" type="checkbox"/> Attachment ESG Policy.docx

Governance structure of organisational ESG responsibilities

URL/Attachment
<input checked="" type="checkbox"/> URL https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf
<input checked="" type="checkbox"/> Attachment ESG Policy.docx

ESG incorporation approaches

URL/Attachment
<input checked="" type="checkbox"/> URL https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf
<input checked="" type="checkbox"/> Attachment ESG Policy.docx

Active ownership approaches

URL/Attachment	
<input checked="" type="checkbox"/>	URL https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf
<input checked="" type="checkbox"/>	Attachment ESG Policy.docx
<input type="checkbox"/>	We do not publicly disclose any investment policy components

SG 03	Mandatory	Core Assessed	General
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SG 03.1	Indicate if your organisation has a policy on managing potential conflicts of interest in the investment process.
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Yes

SG 03.2	Describe your policy on managing potential conflicts of interest in the investment process.
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Potential conflicts may arise from the side-by-side management of registered investment companies and "investment accounts," which include privately offered funds and separately managed accounts of individuals and institutional investors. Boston Partners maintains a Trade Allocation and Aggregation Policy as well as a Simultaneous Management Policy to ensure that client accounts are treated equitably and an IPO Allocation Policy. Compliance reviews allocation to ensure that investments are being allocated among all eligible accounts in an equitable manner.

Boston Partners has developed soft dollar policies which require it to make a good faith allocation of "mixed use" services and to document its analysis. Boston Partners prohibits correcting a trade error for any quid pro quo with a broker and has procedures for the proper correction of trade errors.

Boston Partners does not permit cross trades or principal trades. Employees have a duty to advance Boston Partners' client interests before firm or personal interests. The Code of Ethics includes procedures on ethical conduct and personal trading, including preclearance and blackout procedures, to which all employees are subject.

No

SG 04	Voluntary	Descriptive	General
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SG 04.1	Indicate if your organisation has a process for identifying and managing incidents that occur within portfolio companies.
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Yes

No

SG 04.2	Describe your process on managing incidents
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The Boston Partners Fundamental Analyst team and the Sustainability and Engagement Team monitor portfolio companies for ESG incidents. Each incident is assessed for materiality to valuation and reputation. The teams may communicate with the issuer for additional information regarding the scope of the incident and efforts to ameliorate the incident and prevent repetition. Based on this information, the fundamental analyst may decide to recommending continuing to hold the security with additional monitoring or sell the security.

SG 05	Mandatory	Gateway/Core Assessed	General
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SG 05.1	Indicate if and how frequently your organisation sets and reviews objectives for its responsible investment activities.
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Quarterly or more frequently

Biannually

Annually

Less frequently than annually

Ad-hoc basis

It is not set/reviewed

SG 05.2	Additional information. [Optional]
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The Sustainability and Engagement Team has a mandate to undertake original research on holdings in the Boston Partners' portfolios and to engage with portfolio companies regarding ESG improvements. The team reviews the status of research and engagement activities at least weekly.

SG 06	Voluntary	Descriptive	General
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SG 06.1	List the main responsible investment objectives that your organisation set for the reporting year.
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Responsible investment processes	
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Provide training on ESG incorporation

Provide training on ESG engagement

Improved communication of ESG activities within the organisation

Improved engagement to encourage change with regards to management of ESG issues

Improved ESG incorporation into investment decision making processes

Other, specify (1)

Other, specify (2)

- Other, specify (3)
- None of the above

Financial performance of investments

- Increase portfolio performance by consideration of ESG factors
- Other, specify (1)
- Other, specify (2)
- Other, specify (3)
- None of the above

ESG characteristics of investments

- Over or underweight companies based on ESG characteristics
- Improve ESG ratings of portfolio
- Setting carbon reduction targets for portfolio
- Other, specify (1)

Other description (1)

review the ESG profile of issuers held in investment portfolios, identify ESG considerations that warrant improvement, engage with the issuer regarding identified areas of improvement,

Key performance indicator

None specified

Progress achieved

We do not set specific goals other than to ensure that we continue to progress on original company research and engagement and to monitor issuer responses to our engagement topics.

- Other, specify (2)
- Other, specify (3)
- None of the above

Other activities

- Joining and/or participation in RI initiatives
- Encouraging others to join a RI initiative
- Documentation of best practice case studies
- Using case studies to demonstrate engagement and ESG incorporation to clients
- Other, specify (1)
- Other, specify (2)
- Other, specify (3)
- None of the above

SG 07	Mandatory	Core Assessed	General
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SG 07.1 Indicate the internal and/or external roles used by your organisation, and indicate for each whether they have oversight and/or implementation responsibilities for responsible investment.

Roles

- Board members or trustees
 - Oversight/accountability for responsible investment
 - Implementation of responsible investment
 - No oversight/accountability or implementation responsibility for responsible investment
- Internal Roles (triggers other options)

Select from the below internal roles

- Chief Executive Officer (CEO), Chief Investment Officer (CIO), Chief Operating Officer (COO), Investment Committee
 - Oversight/accountability for responsible investment
 - Implementation of responsible investment
 - No oversight/accountability or implementation responsibility for responsible investment
- Other Chief-level staff or head of department, specify
- Portfolio managers
- Investment analysts
 - Oversight/accountability for responsible investment
 - Implementation of responsible investment

- No oversight/accountability or implementation responsibility for responsible investment
- Dedicated responsible investment staff
 - Oversight/accountability for responsible investment
 - Implementation of responsible investment
 - No oversight/accountability or implementation responsibility for responsible investment
- Investor relations
- Other role, specify (1)
- Other role, specify (2)
- External managers or service providers

SG 07.2 For the roles for which you have RI oversight/accountability or implementation responsibilities, indicate how you execute these responsibilities.

The Board of Directors is ultimately responsible for compliance by Boston Partners with its stated mandate, including the application of its ESG policy. Reporting to the Board on ESG investment matters is done as necessary. The Chief Investment Officer and the Director of Fundamental Research and the Director of Quantitative Research have supervisory oversight responsibility for the incorporation of ESG factors into the investment recommendation. The fundamental analysts are responsible for incorporating ESG factors into their investment research and recommendations. The Sustainability and Engagement Team is responsible for producing original research on an issuer's ESG considerations and providing that to the fundamental analysts.

SG 07.3 Indicate the number of dedicated responsible investment staff your organisation has.

3

SG 08	Voluntary	Additional Assessed	General
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SG 08.1 Indicate if your organisation's performance management, reward and/or personal development processes have a responsible investment element.

Board members/Board of trustees

SG 08.1b RI in personal development and/or training plan

- Responsible investment included in personal development and/or training plan
- None of the above

Chief Executive Officer (CEO), Chief Investment Officer (CIO), Chief Operating Officer (COO), Investment Committee

SG 08.1a RI in objectives, appraisal and/or reward

- Responsible investment KPIs and/or goals included in objectives
- Responsible investment included in appraisal process
- Variable pay linked to responsible investment performance
- None of the above

SG 08.1b RI in personal development and/or training plan

- Responsible investment included in personal development and/or training plan
- None of the above

Investment analysts

SG 08.1a RI in objectives, appraisal and/or reward

- Responsible investment KPIs and/or goals included in objectives
- Responsible investment included in appraisal process
- Variable pay linked to responsible investment performance
- None of the above

SG 08.1b RI in personal development and/or training plan

- Responsible investment included in personal development and/or training plan
- None of the above

Dedicated responsible investment staff

SG 08.1a RI in objectives, appraisal and/or reward

- Responsible investment KPIs and/or goals included in objectives
- Responsible investment included in appraisal process
- Variable pay linked to responsible investment performance
- None of the above

SG 08.1b RI in personal development and/or training plan

- Responsible investment included in personal development and/or training plan

None of the above

SG 08.3 Provide any additional information on your organisation's performance management, reward and/or personal development processes in relation to responsible investment.

responsible investment is one factor considered in the process for determining the annual incentive compensation of the fundamental analyst and sustainability and engagement team.

SG 09 **Mandatory** **Core Assessed** **PRI 4,5**

SG 09.1 Select the collaborative organisation and/or initiatives of which your organisation is a member or in which it participated during the reporting year, and the role you played.

Principles for Responsible Investment

Your organisation's role in the initiative during the reporting period (see definitions)

Basic

Provide a brief commentary on the level of your organisation's involvement in the initiative. [Optional]

Boston Partners' joined the PRI in February 2018, attended the PRI In Person conference in San Francisco in September and joined one of the PRI focus groups.

- Asian Corporate Governance Association
- Australian Council of Superannuation Investors
- AFIC – La Commission ESG
- BVCA – Responsible Investment Advisory Board
- CDP Climate Change
- CDP Forests
- CDP Water
- CFA Institute Centre for Financial Market Integrity
- Code for Responsible Investment in SA (CRISA)
- Code for Responsible Finance in the 21st Century
- Council of Institutional Investors (CII)
- Eumedion
- Extractive Industries Transparency Initiative (EITI)
- ESG Research Australia
- Invest Europe Responsible Investment Roundtable
- Global Investors Governance Network (GIGN)
- Global Impact Investing Network (GIIN)
- Global Real Estate Sustainability Benchmark (GRESB)
- Green Bond Principles
- Institutional Investors Group on Climate Change (IIGCC)
- Interfaith Center on Corporate Responsibility (ICCR)
- International Corporate Governance Network (ICGN)
- Investor Group on Climate Change, Australia/New Zealand (IGCC)
- International Integrated Reporting Council (IIRC)
- Investor Network on Climate Risk (INCR)/CERES
- Local Authority Pension Fund Forum
- Principles for Sustainable Insurance
- Regional or National Social Investment Forums (e.g. UKSIF, Eurosif, ASRIA, RIAA), specify
- Responsible Finance Principles in Inclusive Finance
- Shareholder Association for Research and Education (Share)
- United Nations Environmental Program Finance Initiative (UNEP FI)
- United Nations Global Compact
- Other collaborative organisation/initiative, specify
- Other collaborative organisation/initiative, specify
- Other collaborative organisation/initiative, specify
- Other collaborative organisation/initiative, specify

SG 10 **Mandatory** **Core Assessed** **PRI 4**

SG 10.1 Indicate if your organisation promotes responsible investment, independently of collaborative initiatives.

Yes

SG 10.2	Indicate the actions your organisation has taken to promote responsible investment independently of collaborative initiatives. Provide a description of your role in contributing to the objectives of the selected action and the typical frequency of your participation/contribution.
<input type="checkbox"/> Provided or supported education or training programmes (this includes peer to peer RI support) Your education or training may be for clients, investment managers, actuaries, broker/dealers, investment consultants, legal advisers etc.) <input type="checkbox"/> Provided financial support for academic or industry research on responsible investment <input type="checkbox"/> Provided input and/or collaborated with academia on RI related work <input checked="" type="checkbox"/> Encouraged better transparency and disclosure of responsible investment practices across the investment industry	
Description	
met with numerous issuers to encourage the publication of sustainability reports	
Frequency of contribution	
<input type="radio"/> Quarterly or more frequently <input type="radio"/> Biannually <input type="radio"/> Annually <input type="radio"/> Less frequently than annually <input checked="" type="radio"/> Ad hoc <input type="radio"/> Other	
<input type="checkbox"/> Spoke publicly at events and conferences to promote responsible investment <input type="checkbox"/> Wrote and published in-house research papers on responsible investment <input type="checkbox"/> Encouraged the adoption of the PRI <input type="checkbox"/> Responded to RI related consultations by non-governmental organisations (OECD, FSB etc.) <input type="checkbox"/> Wrote and published articles on responsible investment in the media <input checked="" type="checkbox"/> A member of PRI advisory committees/ working groups, specify	
Description	
UN PRI Global Policy Reference Group.	
Frequency of contribution	
<input checked="" type="radio"/> Quarterly or more frequently <input type="radio"/> Biannually <input type="radio"/> Annually <input type="radio"/> Less frequently than annually <input type="radio"/> Ad hoc <input type="radio"/> Other	
<input type="checkbox"/> On the Board of, or officially advising, other RI organisations (e.g. local SIFs) <input type="checkbox"/> Other, specify	
<input type="radio"/> No	

SG 11	Voluntary	Additional Assessed	PRI 4,5,6
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SG 11.1	Indicate if your organisation - individually or in collaboration with others - conducted dialogue with public policy makers or regulators in support of responsible investment in the reporting year.
<input type="radio"/> Yes <input checked="" type="radio"/> No	
Please explain	
We do not see dialogue with public policy makers or regulators as part of our investment process.	

SG 12	Mandatory	Core Assessed	PRI 4
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SG 12.1	Indicate whether your organisation uses investment consultants.
<input type="checkbox"/> Yes, we use investment consultants <input checked="" type="checkbox"/> No, we do not use investment consultants.	

SG 13	Mandatory	Descriptive	PRI 1
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SG 13.1	Indicate whether the organisation undertakes scenario analysis and/or modelling and provide a description of the scenario analysis (by asset class, sector, strategic asset allocation, etc.).
<input type="checkbox"/> Yes, to assess future ESG factors <input type="checkbox"/> Yes, to assess future climate-related risks and opportunities <input checked="" type="checkbox"/> No, not to assess future ESG/climate-related issues	

SG 14	Mandatory to Report, Voluntary to Disclose	Additional Assessed	PRI 1
SG 14.1	Some investment risks and opportunities arise as a result of long term trends. Indicate which of the following are considered.		
	<input checked="" type="checkbox"/> Changing demographics <input checked="" type="checkbox"/> Climate change <input type="checkbox"/> Resource scarcity <input type="checkbox"/> Technological developments <input type="checkbox"/> Other, specify(1) <input type="checkbox"/> Other, specify(2) <input type="checkbox"/> None of the above		
SG 14.2	Indicate which of the following activities you have undertaken to respond to climate change risk and opportunity		
	<input type="checkbox"/> Established a climate change sensitive or climate change integrated asset allocation strategy <input type="checkbox"/> Targeted low carbon or climate resilient investments <input type="checkbox"/> Phase out your investments in your fossil fuel holdings <input type="checkbox"/> Reduced portfolio exposure to emissions intensive or fossil fuel holdings <input checked="" type="checkbox"/> Used emissions data or analysis to inform investment decision making <input type="checkbox"/> Sought climate change integration by companies <input type="checkbox"/> Sought climate supportive policy from governments <input type="checkbox"/> Other, specify <input type="checkbox"/> None of the above		
SG 14.3	Indicate which of the following tools the organisation uses to manage climate-related risks and opportunities.		
	<input type="checkbox"/> Scenario analysis <input type="checkbox"/> Disclosures on emissions risks to clients/trustees/management/beneficiaries <input type="checkbox"/> Climate-related targets <input type="checkbox"/> Encouraging internal and/or external portfolio managers to monitor emissions risks <input type="checkbox"/> Emissions-risk monitoring and reporting are formalised into contracts when appointing managers <input type="checkbox"/> Weighted average carbon intensity <input checked="" type="checkbox"/> Carbon footprint (scope 1 and 2) <input type="checkbox"/> Portfolio carbon footprint <input type="checkbox"/> Total carbon emissions <input type="checkbox"/> Carbon intensity <input type="checkbox"/> Exposure to carbon-related assets <input type="checkbox"/> Other emissions metrics <input type="checkbox"/> Other, specify <input type="checkbox"/> None of the above		

SG 15	Mandatory to Report, Voluntary to Disclose	Descriptive	PRI 1
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SG 15.1	Indicate if your organisation allocates assets to, or manages, funds based on specific environmental and social themed areas.		
	<input type="radio"/> Yes <input checked="" type="radio"/> No		

SG 18	Voluntary	Descriptive	General
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SG 18.1	Indicate whether any specific features of your approach to responsible investment are particularly innovative.		
	<input checked="" type="radio"/> Yes		
	SG 18.2	Describe any specific features of your approach to responsible investment that you believe are particularly innovative.	
		Boston Partners undertakes comprehensive original research on ESG factors rather than relying on third party research. The Sustainability and Engagement Team includes two lawyers to understand litigation and regulatory matters thoroughly.	
	<input type="radio"/> No		

SG 19	Mandatory	Core Assessed	PRI 2, 6
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SG 19.1	Indicate whether your organisation typically discloses asset class specific information proactively. Select the frequency of the disclosure to clients/beneficiaries and the public, and provide a URL to the public information.		
	Listed equity - Incorporation		
	Do you disclose?		
	<input type="radio"/> We do not proactively disclose it to the public and/or clients/beneficiaries		

We disclose to clients/beneficiaries only.

We disclose it publicly

The information disclosed to clients/beneficiaries is the same	
<input checked="" type="radio"/> Yes	
<input type="radio"/> No	

Disclosure to public and URL	
Disclosure to public and URL	
<input type="radio"/> Broad approach to ESG incorporation	
<input checked="" type="radio"/> Detailed explanation of ESG incorporation strategy used	
Annually	
https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf	

Listed equity - Engagement

Do you disclose?	
<input type="radio"/> We do not disclose to either clients/beneficiaries or the public.	
<input type="radio"/> We disclose to clients/beneficiaries only.	
<input checked="" type="radio"/> We disclose to the public	
The information disclosed to clients/beneficiaries is the same	
<input checked="" type="radio"/> Yes	
<input type="radio"/> No	

Disclosure to public and URL	
Disclosure to public and URL	
<input checked="" type="checkbox"/> Details on the overall engagement strategy	
<input checked="" type="checkbox"/> Details on the selection of engagement cases and definition of objectives of the selections, priorities and specific goals	
<input checked="" type="checkbox"/> Number of engagements undertaken	
<input checked="" type="checkbox"/> Breakdown of engagements by type/topic	
<input type="checkbox"/> Breakdown of engagements by region	
<input checked="" type="checkbox"/> An assessment of the current status of the progress achieved and outcomes against defined objectives	
<input type="checkbox"/> Examples of engagement cases	
<input type="checkbox"/> Details on eventual escalation strategy taken after the initial dialogue has been unsuccessful (i.e. filing resolutions, issuing a statement, voting against management, divestment etc.)	
<input type="checkbox"/> Details on whether the provided information has been externally assured	
<input type="checkbox"/> Outcomes that have been achieved from the engagement	
<input type="checkbox"/> Other information	
Quarterly or more frequently	
https://www.boston-partners.com/wp-content/uploads/2018/12/Nov-2018F-Engagement-Report.pdf	

Listed equity - (Proxy) Voting

Do you disclose?	
<input type="radio"/> We do not disclose to either clients/beneficiaries or the public.	
<input checked="" type="radio"/> We disclose to clients/beneficiaries only.	
<input type="radio"/> We disclose to the public	
Disclosure to clients/beneficiaries	
Disclosure to clients/beneficiaries	
<input checked="" type="radio"/> Disclose all voting decisions	
<input type="radio"/> Disclose some voting decisions	
<input type="radio"/> Only disclose abstentions and votes against management	
Annually	

LEI 01	Mandatory	Gateway	PRI 1
LEI 01.1	Indicate (1) which ESG incorporation strategy and/or combination of strategies you apply to your actively managed listed equities and (2) the breakdown of your actively managed listed equities by strategy or combination of strategies (+/- 5%)		
<input type="checkbox"/> Screening alone (i.e. not combined with any other strategies) <input type="checkbox"/> Thematic alone (i.e. not combined with any other strategies) <input type="checkbox"/> Integration alone (i.e. not combined with any other strategies) <input checked="" type="checkbox"/> Screening and integration strategies <div style="border: 1px solid black; display: inline-block; padding: 2px;">Percentage of active listed equity to which the strategy is applied</div> <input style="width: 50px;" type="text" value="100%"/> <input type="checkbox"/> Thematic and integration strategies <input type="checkbox"/> Screening and thematic strategies <input type="checkbox"/> All three strategies combined <input type="checkbox"/> We do not apply incorporation strategies			
LEI 02	Voluntary	Additional Assessed	PRI 1
LEI 02.1	Indicate what ESG information you use in your ESG incorporation strategies and who provides this information.		
<input checked="" type="checkbox"/> Raw ESG company data <input type="checkbox"/> ESG research provider <input type="checkbox"/> Sell-side <input checked="" type="checkbox"/> In-house – specialised ESG analyst or team <input type="checkbox"/> In-house – analyst or portfolio manager <input checked="" type="checkbox"/> Company-related analysis or ratings <input checked="" type="checkbox"/> ESG research provider <input type="checkbox"/> Sell-side <input type="checkbox"/> In-house – specialised ESG analyst or team <input type="checkbox"/> In-house – analyst or portfolio manager <input type="checkbox"/> Sector-related analysis or ratings <input type="checkbox"/> Country-related analysis or ratings <input type="checkbox"/> Screened stock list <input type="checkbox"/> ESG issue-specific analysis or ratings <input type="checkbox"/> Other, specify			
LEI 02.2	Indicate if you incentivise brokers to provide ESG research.		
<input type="radio"/> Yes <input checked="" type="radio"/> No			
LEI 03	Voluntary	Additional Assessed	PRI 1
LEI 03.1	Indicate if your organisation has a process through which information derived from ESG engagement and/or (proxy) voting activities is made available for use in investment decision-making.		
<input checked="" type="checkbox"/> Engagement <input checked="" type="checkbox"/> We have a systematic process to ensure the information is made available. <input type="checkbox"/> We occasionally make this information available. <input type="checkbox"/> We do not make this information available. <input checked="" type="checkbox"/> (Proxy) voting <input checked="" type="checkbox"/> We have a systematic process to ensure the information is made available. <input type="checkbox"/> We occasionally make this information available. <input type="checkbox"/> We do not make this information available.			
LEI 04	Mandatory	Descriptive	PRI 1
LEI 04.1	Indicate and describe the type of screening you apply to your internally managed active listed equities.		
<input checked="" type="checkbox"/> Negative/exclusionary screening <input checked="" type="checkbox"/> Product <input checked="" type="checkbox"/> Activity <input type="checkbox"/> Sector <input type="checkbox"/> Country/geographic region			

Environmental and social practices and performance

Corporate governance

Description
Boston Partners reviews an issuer's products, activities and ESG practices as part of the fundamental analyst's investment considerations.

Positive/best-in-class screening

Norms-based screening

LEI 04.2 Describe how you notify clients and/or beneficiaries when changes are made to your screening criteria.

We would have a change in our ESG policy which is published on our website

LEI 05 Mandatory Core Assessed PRI 1

LEI 05.1 Indicate which processes your organisation uses to ensure screening is based on robust analysis.

- Comprehensive ESG research is undertaken or sourced to determine companies' activities and products.
- Companies are given the opportunity by you or your research provider to review ESG research on them and correct inaccuracies
- External research and data used to identify companies to be excluded/included is subject to internal audit by ESG/RI staff, the internal audit function or similar
- Third-party ESG ratings are updated regularly to ensure that portfolio holdings comply with fund policies.
- Trading platforms blocking / restricting flagged securities on the black list
- A committee or body with representatives independent of the individuals who conduct company research reviews some or all screening decisions
- A periodic review of the quality of the research undertaken or provided is carried out
- Review and evaluation of external research providers
- Other, specify
- None of the above

LEI 05.2 Indicate the proportion of your actively managed listed equity portfolio that is subject to comprehensive ESG research as part your ESG screening strategy.

- <10%
- 10-50%
- 51-90%
- >90%

LEI 06 Voluntary Additional Assessed PRI 1

LEI 06.1 Indicate which processes your organisation uses to ensure fund criteria are not breached.

- Systematic checks are performed to ensure that stocks meet the funds' screening criteria.
- Automated IT systems prevent investment managers from investing in excluded stocks or those that do not meet positive screening criteria.
- Audits of fund holdings are undertaken regularly by internal audit function
- Periodic auditing/checking of the organisations RI funds by external party
- Other, specify
there are no specific screening criteria that result in either inclusion or exclusion from a portfolio. ESG considerations are one investment factor.
- None of the above

LEI 06.2 If breaches of fund screening criteria are identified - describe the process followed to correct those breaches.

Not applicable

LEI 08 Mandatory Core Assessed PRI 1

LEI 08.1 Indicate the ESG factors you systematically research as part of your investment analysis and the proportion of actively managed listed equity portfolios that is impacted by this analysis.

ESG issues	Proportion impacted by analysis
Environmental	Environmental
	<input type="radio"/> <10% <input type="radio"/> 10-50% <input type="radio"/> 51-90% <input checked="" type="radio"/> >90%

Social	Social	
	<input type="radio"/> <10% <input type="radio"/> 10-50% <input type="radio"/> 51-90% <input checked="" type="radio"/> >90%	
Corporate Governance	Corporate Governance	
	<input type="radio"/> <10% <input type="radio"/> 10-50% <input type="radio"/> 51-90% <input checked="" type="radio"/> >90%	

LEI 09	Mandatory	Core Assessed	PRI 1
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LEI 09.1 Indicate which processes your organisation uses to ensure ESG integration is based on a robust analysis.

- Comprehensive ESG research is undertaken or sourced to determine companies' activities and products
- Companies are given the opportunity by you or your research provider to review ESG research on them and correct inaccuracies
- Third-party ESG ratings are updated regularly.
- A periodic review of the internal research is carried out
- Structured, regular ESG specific meetings between responsible investment staff and the fund manager or within the investments team
- ESG risk profile of a portfolio against benchmark
- Analysis of the impact of ESG factors on investment risk and return performance
- Other, specify
- None of the above

LEI 09.2 Indicate the proportion of your actively managed listed equity portfolio that is subject to comprehensive ESG research as part your integration strategy.

- <10%
- 10-50%
- 51-90%
- >90%

LEI 09.5 Describe how ESG information is held and used by your portfolio managers.

- ESG information is held within centralised databases or tools and it is accessible by all relevant staff
- ESG information or analysis is a standard section or aspect of all company research notes or industry/sector analysis generated by investment staff
- Systematic records are kept that capture how ESG information and research was incorporated into investment decisions
- Other, specify
- None of the above

LEI 10	Mandatory to Report, Voluntary to Disclose	Core Assessed	PRI 1
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LEI 10.1 Indicate which aspects of investment analysis you integrate material ESG information into.

- Economic analysis
- Industry analysis
- Quality of management
- Analysis of company strategy
- Portfolio weighting
- Sensitivity and/or scenario analysis
- Fair value/fundamental analysis

Proportion of actively managed listed equity exposed to investment analysis

- <10%
- 10-50%
- 51-90%
- >90%
- Other, specify

LEI 10.2 Indicate which methods are part of your process to integrate ESG information into fair value/fundamental analysis and/or portfolio construction.

- Adjustments to forecasted company financials (sales, operating costs, earnings, cash flows)

- Adjustments to valuation-model variables (discount rates, terminal value, perpetuity growth rates)
- Valuation multiples
- Other adjustments; specify

adjustments are discretionary with the fundamental analyst and could affect any part of the analysis.

LEI 10.4 Describe the methods you have used to adjust the income forecast / valuation tool

Adjustments are discretionary with the fundamental analyst and could affect any part of the analysis.

LEI 12	Voluntary	Descriptive	PRI 1
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LEI 12.1 Indicate how your ESG incorporation strategies have influenced the composition of your portfolio(s) or investment universe.

- Screening
- Integration of ESG factors

Select which of these effects followed your ESG integration:

- Reduce or prioritise the investment universe
- Overweight/underweight at sector level
- Overweight/underweight at stock level
- Buy/sell decisions
- Engagement / Voting
- Other, specify
- None of the above

LEI 13	Voluntary	Descriptive	PRI 1
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LEI 13.1 Provide examples of ESG issues that affected your investment view and/or performance during the reporting year.

- ESG factor 1

ESG factor and explanation	We have not had an ESG issue that has materially affected an investment view or performance during the year.
ESG incorporation strategy applied	
Impact on investment decision or performance	We have not had an ESG consideration that has affected an investment decision or performance in 2018

- ESG factor 2
- ESG factor 3
- ESG factor 4
- ESG factor 5

LEA 01.1 Indicate whether your organisation has an active ownership policy.

Yes

LEA 01.2 Attach or provide a URL to your active ownership policy.

Attachment provided:

URL provided:

<https://www.boston-partners.com/wp-content/uploads/2018/08/ESG-Policy.pdf>

LEA 01.3 Indicate what your active engagement policy covers:

General approach to active ownership

- Conflicts of interest
- Alignment with national stewardship code requirements
- Assets/funds covered by active ownership policy
- Expectations and objectives
- Engagement approach

Engagement

- ESG issues
- Prioritisation of engagement
- Method of engagement
- Transparency of engagement activities
- Due diligence and monitoring process
- Insider information
- Escalation strategies
- Service Provider specific criteria
- Other specify;

(Proxy) voting approach

Voting

- ESG issues
- Prioritisation and scope of voting activities
- Methods of voting
- Transparency of voting activities
- Regional voting practice approaches
- Filing or co-filing resolutions
- Company dialogue pre/post-vote
- Decision-making processes
- Securities lending processes
- Other specify;

Other

None of the above

No

LEA 01.4 Do you outsource any of your active ownership activities to service providers?

Yes

No

LEA 02.1 Indicate the method of engagement, giving reasons for the interaction.

Type of engagement	Reason for interaction
Individual / Internal staff engagements	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> To influence corporate practice (or identify the need to influence) on ESG issues <input checked="" type="checkbox"/> To encourage improved/increased ESG disclosure <input checked="" type="checkbox"/> To gain an understanding of ESG strategy and/or management <input type="checkbox"/> We do not engage via internal staff

Collaborative engagements	<input type="checkbox"/> To influence corporate practice (or identify the need to influence) on ESG issues <input type="checkbox"/> To encourage improved/increased ESG disclosure <input type="checkbox"/> To gain an understanding of ESG strategy and/or management <input checked="" type="checkbox"/> We do not engage via collaborative engagements
Service provider engagements	<input type="checkbox"/> To influence corporate practice (or identify the need to influence) on ESG issues <input type="checkbox"/> To encourage improved/increased ESG disclosure <input type="checkbox"/> To gain an understanding of ESG strategy and/or management <input checked="" type="checkbox"/> We do not engage via service providers

LEA 03	Mandatory	Core Assessed	PRI 2
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LEA 03.1 Indicate whether your organisation has a formal process for identifying and prioritising engagements.

Yes
 No

LEA 04	Mandatory	Core Assessed	PRI 2
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LEA 04.1 Indicate whether you define specific objectives for your organisation's engagement activities.

Individual / Internal engagements	<input checked="" type="radio"/> All engagement activities <input type="radio"/> Majority of engagement activities <input type="radio"/> Minority of engagement activities <input type="radio"/> We do not define specific objectives for engagement activities carried out by internal staff.
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LEA 05	Mandatory	Core Assessed	PRI 2
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LEA 05.1 Indicate if you monitor and/or review engagement outcomes.

Individual / Internal engagements	<input checked="" type="radio"/> Yes, in all cases <input type="radio"/> Yes, in majority of cases <input type="radio"/> Yes, in a minority of cases <input type="radio"/> We do not monitor, or review engagement outcomes carried out by our internal staff.
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LEA 05.2 Indicate if you do any of the following to monitor and review the progress of engagement activities.

Individual / Internal staff engagements	<input type="checkbox"/> Define timelines/milestones for your objectives <input type="checkbox"/> Track and/or monitor progress against defined objectives and/or KPIs <input checked="" type="checkbox"/> Track and/or monitor the progress of action taken when original objectives are not met <input type="checkbox"/> Revisit and, if necessary, revise objectives on continuous basis <input type="checkbox"/> Other; specify
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LEA 06	Mandatory	Additional Assessed	PRI 2,4
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LEA 06.1 Indicate whether your organisation has an escalation strategy when engagements are unsuccessful.

Yes

LEA 06.2 Indicate the escalation strategies used at your organisation following unsuccessful engagements.

Collaborating with other investors
 Issuing a public statement
 Filing/submitting a shareholder resolution
 Voting against the re-election of the relevant directors
 Voting against the board of directors or the the annual financial report
 Submitting nominations for election to the board
 Seeking legal remedy / litigation
 Reducing exposure (size of holdings)
 Divestment
 Other, specify

No

LEA 07	Voluntary	Additional Assessed	PRI 1,2
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LEA 07.1 Indicate whether insights gained from your organisation's engagements are shared with investment decision-makers.

Type of engagement	Insights shared
Individual / Internal staff engagements	<input checked="" type="checkbox"/> Yes, systematically <input type="checkbox"/> Yes, occasionally <input type="checkbox"/> No

LEA 07.2 Indicate the practices used to ensure information and insights collected through engagements are shared with investment decision-makers.

- Involving investment decision-makers when developing engagement programme
- Holding investment team meetings and/or presentations
- Using IT platforms/systems that enable data sharing
- Internal process that requires portfolio managers to re-balance holdings based on interaction and outcome levels
- Other; specify
- None

LEA 07.3 Indicate whether insights gained from your organisation's engagements are shared with your clients/beneficiaries.

Type of engagement	Insights shared
Individual/Internal staff engagements	<input type="checkbox"/> Yes, systematically <input checked="" type="checkbox"/> Yes, occasionally <input type="checkbox"/> No

LEA 08 Mandatory Gateway PRI 2

LEA 08.1 Indicate if you track the number of your engagement activities.

Type of engagement	Tracking engagements
Individual / Internal staff engagements	<input checked="" type="checkbox"/> Yes, we track the number of our engagements in full <input type="checkbox"/> Yes, we partially track the number of our engagements <input type="checkbox"/> We do not track

LEA 09 Mandatory to Report, Voluntary to Disclose Core Assessed PRI 2

LEA 09.1 Indicate the proportion of companies from your listed equities portfolio with which your organisation engaged with during the reporting year.

	We did not complete any engagements in the reporting year.	Number of companies engaged (avoid double counting, see explanatory notes)	Proportion of companies engaged with, out of total listed equities portfolio
Individual / Internal staff engagements	<input type="checkbox"/> We did not complete any engagements in the reporting year.	206	25

LEA 09.2 Indicate the proportion breakdown of engagements conducted within the reporting year by the number of interactions (including interactions made on your behalf)

No. of interactions with a company	% of engagements
One interaction	<input checked="" type="checkbox"/> >76% <input type="checkbox"/> 51-75% <input type="checkbox"/> 11-50% <input type="checkbox"/> 1-10% <input type="checkbox"/> None
2 to 3 interactions	<input type="checkbox"/> >76% <input type="checkbox"/> 51-75% <input type="checkbox"/> 11-50% <input type="checkbox"/> 1-10% <input checked="" type="checkbox"/> None

More than 3 interactions	<input type="radio"/> >76% <input type="radio"/> 51-75% <input type="radio"/> 11-50% <input type="radio"/> 1-10% <input checked="" type="radio"/> None
Total	100%

LEA 10	Voluntary	Additional Assessed	PRI 2
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LEA 10.1 Indicate which of the following your engagement involved.

- Letters and emails to companies
 - In a minority of cases
 - In a majority of cases
 - In all cases
- Meetings and/or calls with board/senior management
 - In a minority of cases
 - In a majority of cases
 - In all cases
- Meetings and/or calls with the CSR, IR or other management
 - In a minority of cases
 - In a majority of cases
 - In all cases
- Visits to operations
- Visits to the supplier(s) from the 'company's supply chain
- Participation in roadshows
- Other

LEA 11	Voluntary	Descriptive	PRI 2
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LEA 11.1 Provide examples of the engagements that your organisation or your service provider carried out during the reporting year.

Add Example 1

ESG Topic	<input checked="" type="checkbox"/> General ESG
Conducted by	Individual / Internal
Objectives	Pioneer Natural Resources Company (ticker symbol: PXD). PXD is an oil and gas exploration company operating primarily in the Texas Permian Basin. The Team met with 5 PXD representatives including PXD's Sustainable Development Director and PXD's Sustainable Development Staff Specialist. The Team requested the following actions: (a) move to have a completely independent Board Chairman and ensure that the current CEO is not elevated to the Chairman's role; (b) reduce the threshold to 10% for shareholders to call a special meeting and to act by written consent; (c) increase data reported in the newly published sustainability report. PXD committed to increasing disclosure with subsequent reports; (d) have its GHG emissions independently verified by a third party; and (e) increase disclosure of its audit process for supplier compliance with its supplier code of conduct
Scope and Process	
Outcomes	Ongoing

Add Example 2

ESG Topic	<input checked="" type="checkbox"/> General ESG
Conducted by	Individual / Internal
Objectives	Laboratory Corporation of America Holdings (ticker symbol: LH). LH is a global life sciences company focusing on diagnostics and drug development. The Team met with LH's investor relations representative and its General Counsel and Secretary. The Team requested the following actions: (a) require directors to serve on no more than 3 public company boards to avoid over-boarding issues; (b) adopt a requirement for the Chairman of the Board to be an independent director; (c) produce a comprehensive corporate responsibility report in accordance with the GRI standards; and (d) participate in the CDP. LH said that it was in the process of preparing a corporate responsibility report and preparing its report for participation in the CDP.
Scope and Process	
Outcomes	Ongoing

Add Example 3

ESG Topic	<input checked="" type="checkbox"/> General ESG
Conducted by	Individual / Internal
Objectives	White Mountain Mountains Insurance Group, LTD (ticker symbol: WTM). WTM is an insurance holding company. The Team requested the following actions: (a) eliminate the classified board; (b) require directors to serve on no more than 3 public company boards to avoid over-boarding; (c) produce a comprehensive corporate responsibility report in accordance with the GRI standards; and (4) participate in the CDP
Scope and Process	
Outcomes	Ongoing

- Add Example 4
- Add Example 5
- Add Example 6
- Add Example 7
- Add Example 8
- Add Example 9
- Add Example 10

LEA 12	Mandatory	Descriptive	PRI 2
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LEA 12.1 Indicate how you typically make your (proxy) voting decisions.

Approach
<p><input type="radio"/> We use our own research or voting team and make voting decisions without the use of service providers.</p> <p><input checked="" type="radio"/> We hire service provider(s) who make voting recommendations and/or provide research that we use to guide our voting decisions.</p>
Based on
<p><input type="radio"/> the service provider voting policy we sign off on</p> <p><input checked="" type="radio"/> our own voting policy</p> <p><input type="radio"/> our clients' requests or policies</p> <p><input type="radio"/> other, explain</p> <p><input type="radio"/> We hire service provider(s) who make voting decisions on our behalf, except for some pre-defined scenarios where we review and make voting decisions.</p> <p><input type="radio"/> We hire service provider(s) who make voting decisions on our behalf.</p>

LEA 12.2 Provide an overview of how you ensure your voting policy is adhered to, giving details of your approach when exceptions to the policy are made.

We have hired ISS to provide proxy voting operations services. ISS has the Boston Partners' proxy voting policy and applies the policy to issues for companies held in the clients' portfolios. ISS sends an analysis of each meeting along with the Boston Partners' and ISS standard positions for review by Boston Partners. A member of the Sustainability and Engagement Team reviews the information for consistency with the policy and for the need to convene the Governance Committee to consider any issue in a proxy. Any changes to the stated position in the the Boston Partners' policy are required to be made by the Governance Committee and require the completion of a conflict questionnaire to identify any conflicts of the person proposing a change in policy. The voting information is conveyed to ISS for processing to the clients' custodians.

LEA 14	Voluntary	Additional Assessed	PRI 2
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LEA 14.1 Indicate if your organisation has a securities lending programme.

- Yes
- No

LEA 14.2 Describe why your organisation does not lend securities.

This is a client requirement not an investment adviser requirement.

LEA 14.4 Additional information.

Not applicable.

LEA 15	Mandatory	Descriptive	PRI 2
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LEA 15.1 Indicate the proportion of votes where you or the service providers acting on your behalf have raised concerns with companies ahead of voting.

- 100%
- 99-75%
- 74-50%
- 49-25%

- 24-1%
- Neither we nor our service provider(s) raise concerns with companies ahead of voting

LEA 15.2	Indicate the reasons for raising your concerns with these companies ahead of voting.
<input type="checkbox"/> Vote(s) for selected markets <input type="checkbox"/> Vote(s) for selected sectors <input checked="" type="checkbox"/> Vote(s) relating to certain ESG issues <input type="checkbox"/> Vote(s) on companies exposed to controversy on specific ESG issues <input type="checkbox"/> Vote(s) for significant shareholdings <input type="checkbox"/> On request by clients <input type="checkbox"/> Other	

LEA 16	Mandatory	Core Assessed	PRI 2
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LEA 16.1	Indicate the proportion of votes participated in within the reporting year in which, you and/or the service provider(s) acting on your behalf, have communicated to companies the rationale for abstaining or voting against management recommendations.
<input type="checkbox"/> 100% <input type="checkbox"/> 99-75% <input checked="" type="checkbox"/> 74-50% <input type="checkbox"/> 49-25% <input type="checkbox"/> 24-1% <input type="checkbox"/> We do not communicate the rationale to companies <input type="checkbox"/> Not applicable because we and/or our service providers do not abstain or vote against management recommendations	

LEA 16.2	Indicate the reasons your organisation would communicate to companies, the rationale for abstaining or voting against management recommendations.
<input type="checkbox"/> Votes for selected markets <input type="checkbox"/> Votes for selected sectors <input checked="" type="checkbox"/> Votes relating to certain ESG issues <input type="checkbox"/> Votes on companies exposed to controversy on specific ESG issues <input type="checkbox"/> Votes for significant shareholdings <input type="checkbox"/> On request by clients <input type="checkbox"/> Other	

LEA 16.3	In cases where your organisation does communicate the rationale for the abstention or the vote against management recommendations, indicate whether this rationale is made public.
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	

LEA 17	Mandatory	Core Assessed	PRI 2
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LEA 17.1	For listed equities where you and/or your service provider have the mandate to issue (proxy) voting instructions, indicate the percentage of votes cast during the reporting year.
<input checked="" type="checkbox"/> We do track or collect this information	
	Votes cast (to the nearest 1%)
100%	
	Specify the basis on which this percentage is calculated
<input type="checkbox"/> of the total number of ballot items on which you could have issued instructions <input checked="" type="checkbox"/> of the total number of company meetings at which you could have voted <input type="checkbox"/> of the total value of your listed equity holdings on which you could have voted	
<input type="checkbox"/> We do not track or collect this information	

LEA 18	Voluntary	Additional Assessed	PRI 2
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LEA 18.1	Indicate if you track the voting instructions that you and/or your service provider on your behalf have issued.
<input checked="" type="checkbox"/> Yes, we track this information	
LEA 18.2	Of the voting instructions that you and/or third parties on your behalf issued, indicate the proportion of ballot items that were:
Voting instructions Breakdown as percentage of votes cast For (supporting) management recommendations 88% Against (opposing) management recommendations 12% Abstentions	

0%
 No, we do not track this information

LEA 18.3	In cases where your organisation voted against management recommendations, indicate the percentage of companies you have engaged.
60	

LEA 19	Mandatory	Core Assessed	PRI 2
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LEA 19.1 Indicate whether your organisation has a formal escalation strategy following unsuccessful voting.

Yes
 No

LEA 19.2 Indicate the escalation strategies used at your organisation following abstentions and/or votes against management.

- Contacting the company's board
- Contacting the company's senior management
- Issuing a public statement explaining the rationale
- Initiating individual/collaborative engagement
- Directing service providers to engage
- Reducing exposure (holdings) / divestment
- Other

LEA 20	Voluntary	Descriptive	PRI 2
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LEA 20.1 Indicate if your organisation directly or through a service provider filed or co-filed any ESG shareholder resolutions during the reporting year.

Yes
 No

LEA 20.6 Describe whether your organisation reviews ESG shareholder resolutions filed by other investors.

We review all resolutions on an issuer's proxy statement

LEA 21	Voluntary	Descriptive	PRI 2
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LEA 21.1 Provide examples of the (proxy) voting activities that your organisation and/or service provider carried out during the reporting year.

Add Example 1

ESG Topic	<input checked="" type="checkbox"/> Shareholder rights
Conducted by	Individual/Internal
Objectives	voting in favor of shareholder resolution to reduce the threshold for shareholders to call a special meeting to 10%. The objective is to improve shareholder rights.
Scope and Process	Boston Partners voted in favor of the shareholder resolution and sent a letter to the issuer's board of directors explaining why we supported the shareholder resolution.
Outcomes	Ongoing

Add Example 2

ESG Topic	<input checked="" type="checkbox"/> Executive Remuneration
Conducted by	Individual/Internal
Objectives	Boston Partners voted against the approval of an issuer's stock compensation plan because the burn rate for share issuance exceeded our maximum level of 3.5%. Boston Partners' objective was to prevent dilution of shareholders' interests resulting from the executive compensation plan.
Scope and Process	Boston Partners wrote a letter to the issuer's board of directors explaining our vote against the stock compensation plan
Outcomes	Ongoing

Add Example 3

ESG Topic	<input checked="" type="checkbox"/> Other governance
Conducted by	Individual/Internal

Objectives	Boston Partners opposed the election of a director because the director sits on more than 3 public company boards and therefore exceeds the maximum number of boards that Boston Partners feels is appropriate to avoid over-boarding concerns. Boston Partners also voted against a proposal to allow the issuance of equity without preemptive rights because the potential dilution from the issuance would exceed Boston Partners' maximum limit of 10 percent.
Scope and Process	Boston Partners wrote a letter to the issuer's board of directors explaining the rationale for Boston Partners' vote against management on these two issues.
Outcomes	Ongoing

- Add Example 4
- Add Example 5
- Add Example 6
- Add Example 7
- Add Example 8
- Add Example 9
- Add Example 10

CM1 01	Mandatory	Additional Assessed	General
CM1 01.1	Indicate whether the reported information you have provided for your PRI Transparency Report this year has undergone:		
<input type="checkbox"/> Third party assurance over selected responses from this year's PRI Transparency Report <input type="checkbox"/> Third party assurance over data points from other sources that have subsequently been used in your PRI responses this year <input type="checkbox"/> Third party assurance or audit of the correct implementation of RI processes (that have been reported to the PRI this year) <input type="checkbox"/> Internal audit of the correct implementation of RI processes and/or accuracy of RI data (that have been reported to the PRI this year) <input type="checkbox"/> Internal verification of responses before submission to the PRI (e.g. by the CEO or the board) <input type="checkbox"/> Other, specify <input checked="" type="checkbox"/> None of the above			
CM1 02	Mandatory	Descriptive	General
CM1 02.1	We undertook third party assurance on last year's PRI Transparency Report		
<input type="radio"/> Whole PRI Transparency Report was assured last year <input type="radio"/> Selected data was assured in last year's PRI Transparency Report <input type="radio"/> We did not assure last year's PRI Transparency report <input checked="" type="radio"/> None of the above, we were in our preparation year and did not report last year.			
CM1 03	Mandatory	Descriptive	General
CM1 03.1	We undertake confidence building measures that are unspecific to the data contained in our PRI Transparency Report:		
<input type="checkbox"/> We adhere to an RI certification or labelling scheme <input type="checkbox"/> We carry out independent/third party assurance over a whole public report (such as a sustainability report) extracts of which are included in this year's PRI Transparency Report <input type="checkbox"/> ESG audit of holdings <input type="checkbox"/> Other, specify <input checked="" type="checkbox"/> None of the above			
CM1 04	Mandatory	Descriptive	General
CM1 04.1	Do you plan to conduct third party assurance of this year's PRI Transparency report?		
<input type="radio"/> Whole PRI Transparency Report will be assured <input type="radio"/> Selected data will be assured <input checked="" type="radio"/> We do not plan to assure this year's PRI Transparency report			