

GOVERNANCE AND RESPONSIBLE OWNERSHIP

Responsibility belongs inside the ownership case.

A framework separating corporate oversight, investment judgement and portfolio-company engagement.

Proposed governance forums

Board of Directors

Corporate direction, reserved matters and the long-term interests of the company.

Investment and Portfolio Review

New commitments, portfolio theses, concentration and material follow-on decisions.

Audit, Risk and Capital

Reporting integrity, liquidity, financing, risk and internal controls.

Nomination and Governance

Leadership continuity, appointments, board effectiveness and governance standards.

Responsible ownership review

Governance

Decision rights, reporting quality, conflicts and accountability.

People

Leadership depth, workplace standards, succession and organisational resilience.

Environment and resources

Material energy, climate, water, waste and physical risks.

Compliance

Legal, tax, sanctions, anti-corruption, cybersecurity and reputation.

Evidence standard

Material issues should be identified during diligence, assigned to accountable owners, reflected in the ownership plan and reviewed throughout the holding period. The public site should not publish ESG scores or outcomes without a documented methodology and verified source.