



## PRESIDENT'S REPORT 2021

Since 2010, the Association of Institutional INVESTORS has been a member led organization of institutional investment advisors representing the interests of investors and that strives to advance good practices and promote fair and efficient financial markets through open engagement with policy makers and others. The direction and effectiveness of the Association is driven by the diverse talents of outstanding volunteer leaders from among our member firms, supported by our staff.

Our member led ESGaction™, GOODworkplace™, GOODbenchmarks™, GOODquestions™, Cyber Security, Market Practices, Commercial Mortgage Backed Securities, and Mortgage & Securitization efforts met 38 times via conference call year to date, supported by Matthew Jones and PJ Schott. Since the beginning of 2021, the Association increased the number of regular and special weekly newsletters published year over year to 260, while sustaining an average open rate approaching 37%. The efficient operating model and financial discipline of the Association has provided a substantial reserve, a modest operating surplus, and the wherewithal to maintain very low member fees.

Our efforts to develop a common ESG questionnaire, GOODquestions™, for our industry and distributed by eVestment, is now reaching more than 80,000 plan sponsors. In addition, the successful effort to develop an open framework for benchmarking sustainability characteristics and impact performance of investment portfolios, GOODbenchmarks™, may significantly advance our community's long term objectives in this area. Expanding our focus on ESG and related areas, the Association's work on developing a common questionnaire around sustainability, diversity, equity, inclusion, & social justice in 2021 has helped frame the thinking and discussion around these important areas. The GOODworkplace™ initiative has engaged more than 100 individuals from over three dozen firms to identify and promote a common framework for addressing client questions about our workplace practices. The freely licensed questionnaire is poised to be widely adopted across our industry and by our many partners and has the potential to shape how we consider, collaborate, and take meaningful actions in these important areas.

2020 & 2021 have been extraordinary years for our world, our community, and our people. The changes brought on by the ongoing global pandemic, significant societal pressures, and changes in how and where we work will likely impact our world and industry for years to come.

In 2022, emerging financial uncertainty, acute logistical struggles, geopolitical risk, and changing regulatory demands may further challenge our firms and our clients.

To assist our membership with these, we expect to identify innovative ways of promoting diversity, equity, and inclusion in our community; explore best practices in addressing the consequences of a distributed work force; and to advance tangible efforts to assist our clients in their objectives to better evaluate sustainable and impact investment practices.

As we continue on our second decade, and in order to advance our member's priorities effectively and meet the evolving needs of our membership over the long term, the Association must continue to attract additional firms and identify new generations of promising leaders from among our community.