

The Sustainability Board Report™



**2022
Data Book**

Executive Summary

TSBR releases an annual report on ESG preparedness of corporate Board of Directors of the world's largest 100 publicly listed companies.

This year sees the fifth edition of our report, tracking our global snapshot of boards' and directors' ESG engagement.

We were delighted to collaborate with Egon Zehnder on a separate comprehensive report that previews some of the data which appears in full in this data book. The Egon Zehnder report, entitled **Boards: Stepping up as Stewards of Sustainability**, is available [here](#).

Synopsis

ESG Engagement

Our data from this year shows that directors continue to be increasingly engaged around ESG. We include two measures of ESG engagement, being those who are considered ESG conscious or have an awareness and knowledge on issues and those who are ESG competent or having the capacity to act on issues.

Committed to Committees

Our data indicates that over one quarter of the directors in the surveyed companies were members of a relevant sustainability committee with 45 percent on committees assessed to be ESG engaged. In 2019, this figure was only 16 percent, signalling significant improvement in

representation of ESG engaged directors on committees.

There was also a rise in the percentage of boards with a relevant committee, from 54 percent in 2019 to 80 percent in 2022. We also identified an increase in dedicated sustainability/ESG committees, from 52 percent in 2020 to 69 percent in 2021.

The diversity difference

We again highlight a positive link between gender diversity and ESG engagement in the top 100 companies.

Diversity is considered by many to play a critical role in boards' progress on their stewardship journeys, as demonstrated by our findings presented.

Egon Zehnder's research has shown that more women and environmental experts, a younger average age, and shorter tenure on the board often have a positive effect on corporate sustainability. Diversity is not limited to gender and age, but should also embrace factors such as race, ethnicity, sexual orientation, lived experience, and geographical location although links between these factors and sustainability performance have not yet been measured.

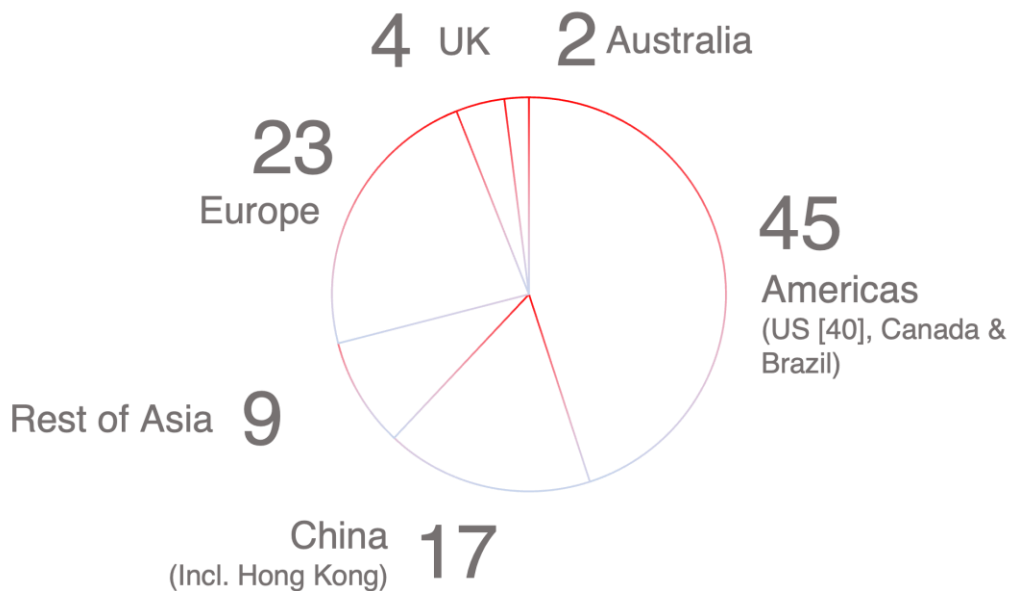
Above all, a differing outlook or mindset is a necessary addition to enable boards to step up as stewards of sustainability.

Geographical Scope

Our survey scope assesses the 100 largest publicly listed companies as per the Forbes Global 2000 list. This list is updated on an annual basis.

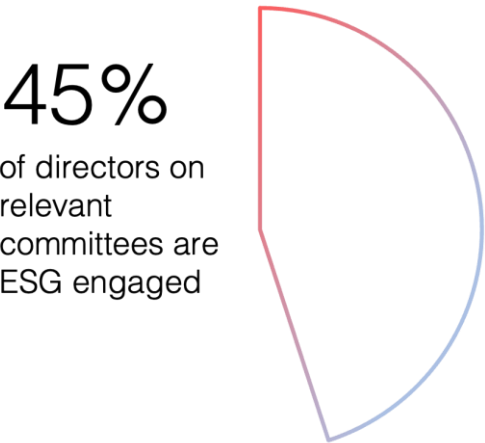
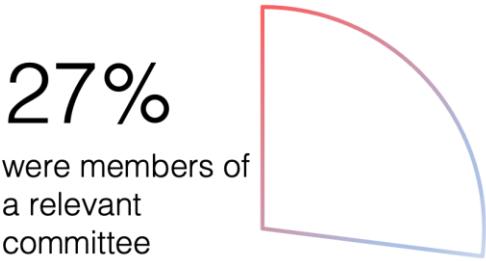
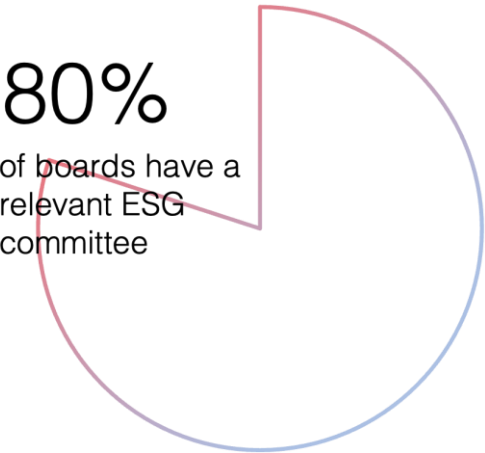
For 2022 we excluded (2) Russian companies and replaced them with the next placed businesses (#101 & #102) to retain a sample size of 100.

Geographical makeup of our Sample



The Sustainability Board Report 2022

At a Glance



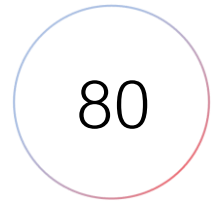
Key Findings and Year on Year Comparison



Total # of directors of surveyed companies



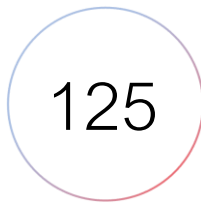
of female directors



of relevant committees



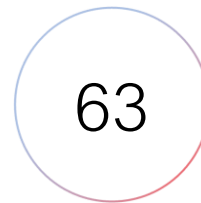
Total # of directors on relevant committees



of female directors on relevant committees



of ESG engaged directors on relevant committees



of ESG engaged female directors on relevant committees



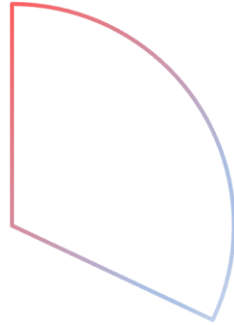
= No change vs. 2021 data

= Increase vs. 2021 data

Key Findings Gender Diversity

32%

of the directors included were female



37%

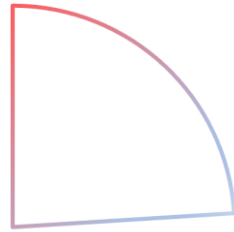
of directors on relevant committees were female



Female Directors were

24%

more likely to be a member of a relevant committee



On committee level, female directors were

22%

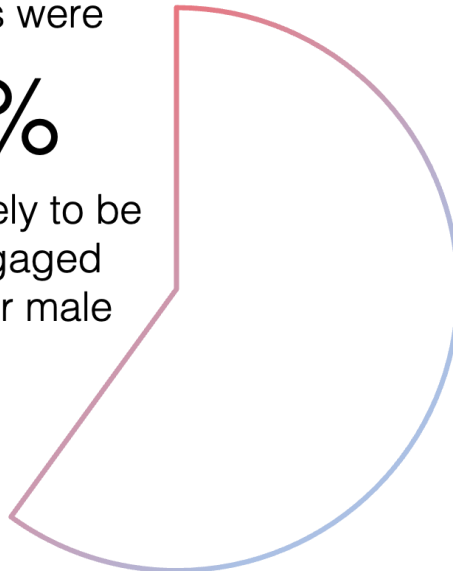
more ESG engaged than their male peers



Overall, female directors were

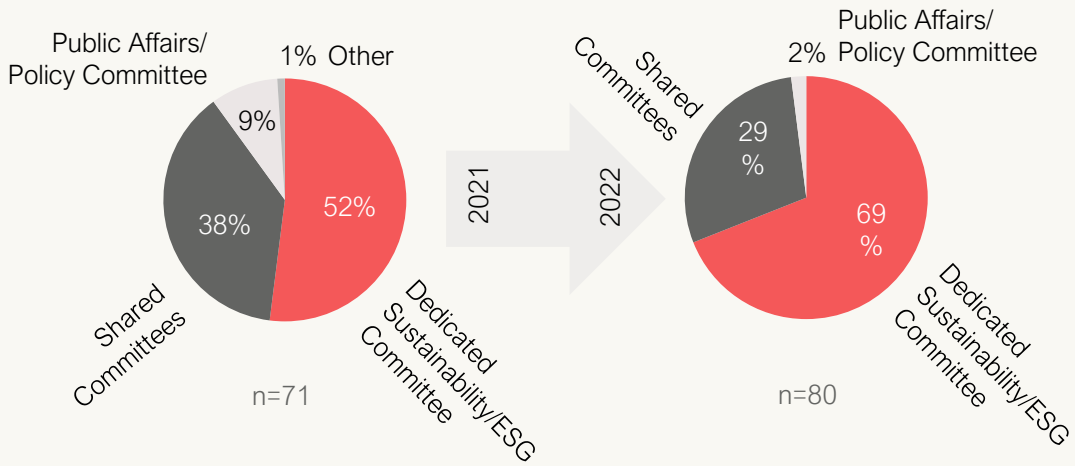
60%

more likely to be ESG engaged than their male peers

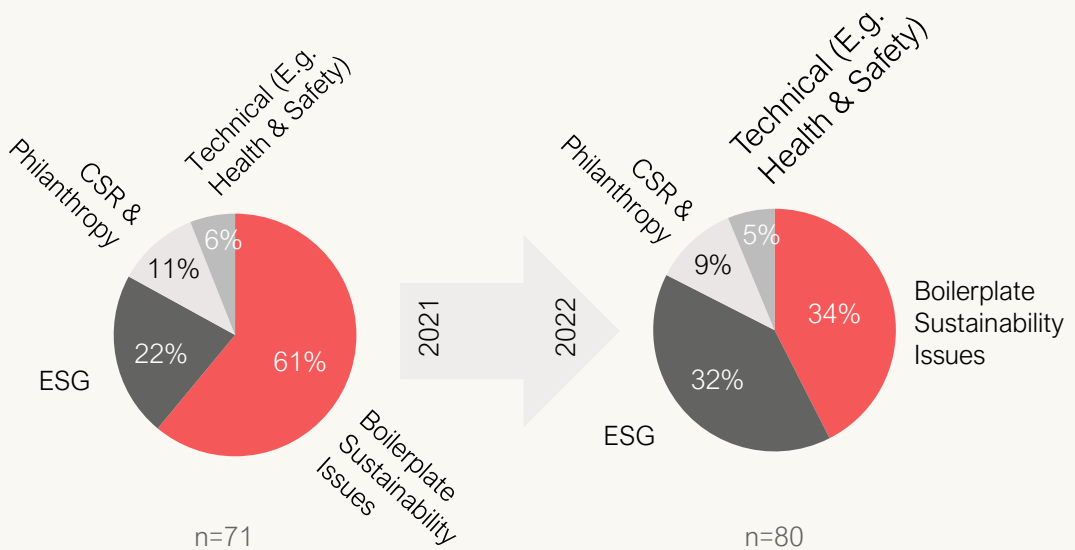


Committee Details

Committees tasked with Sustainability Oversight

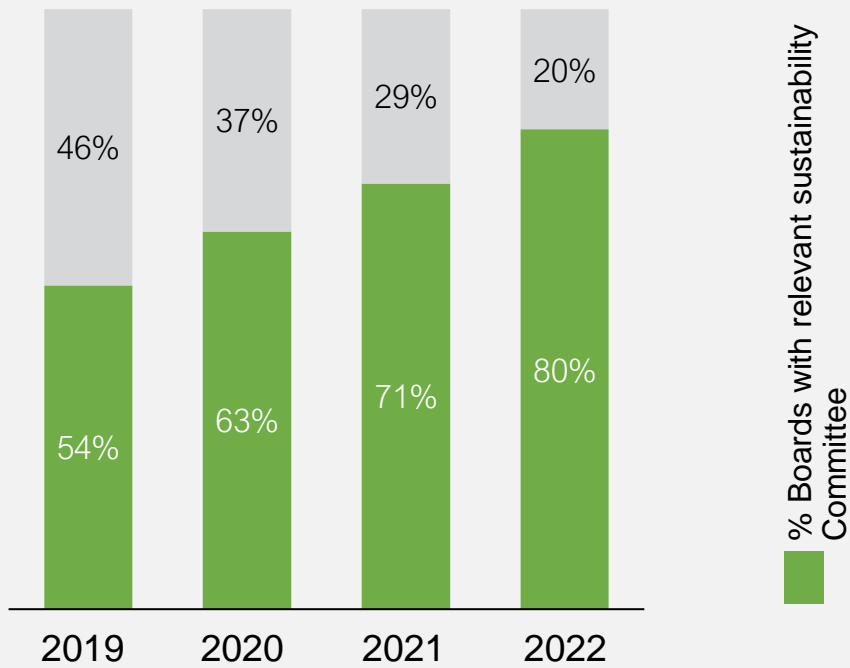


Narrative of Relevant Committee's Charter

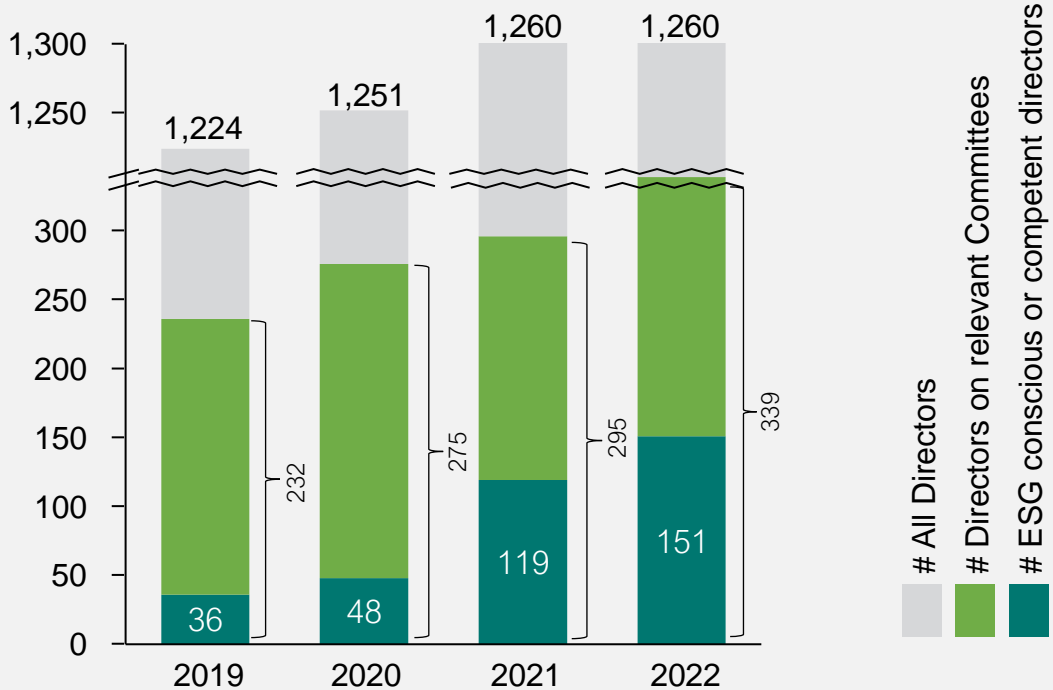


Historical Comparison – Core Data

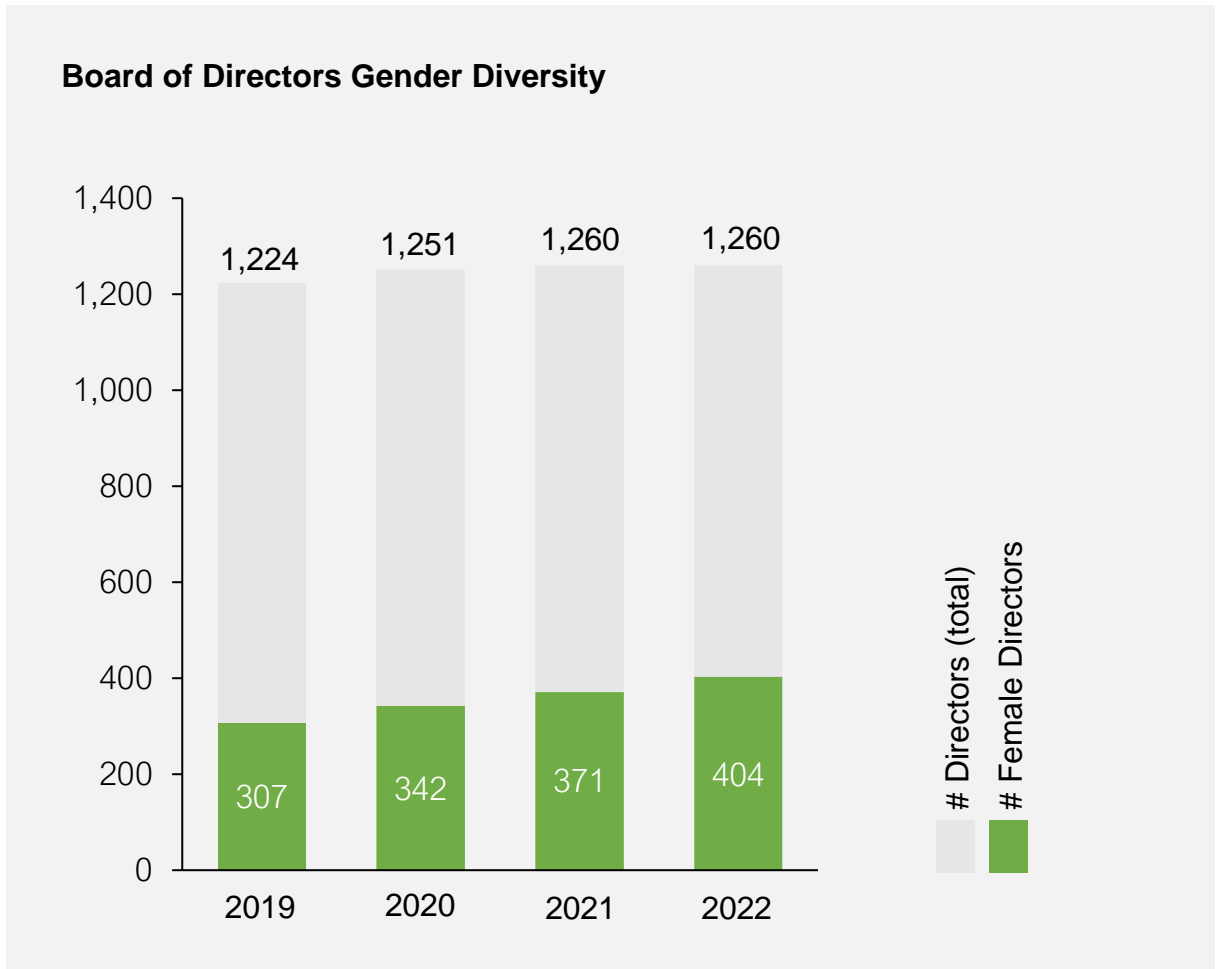
Relevant Committees



ESG Engagement of Directors

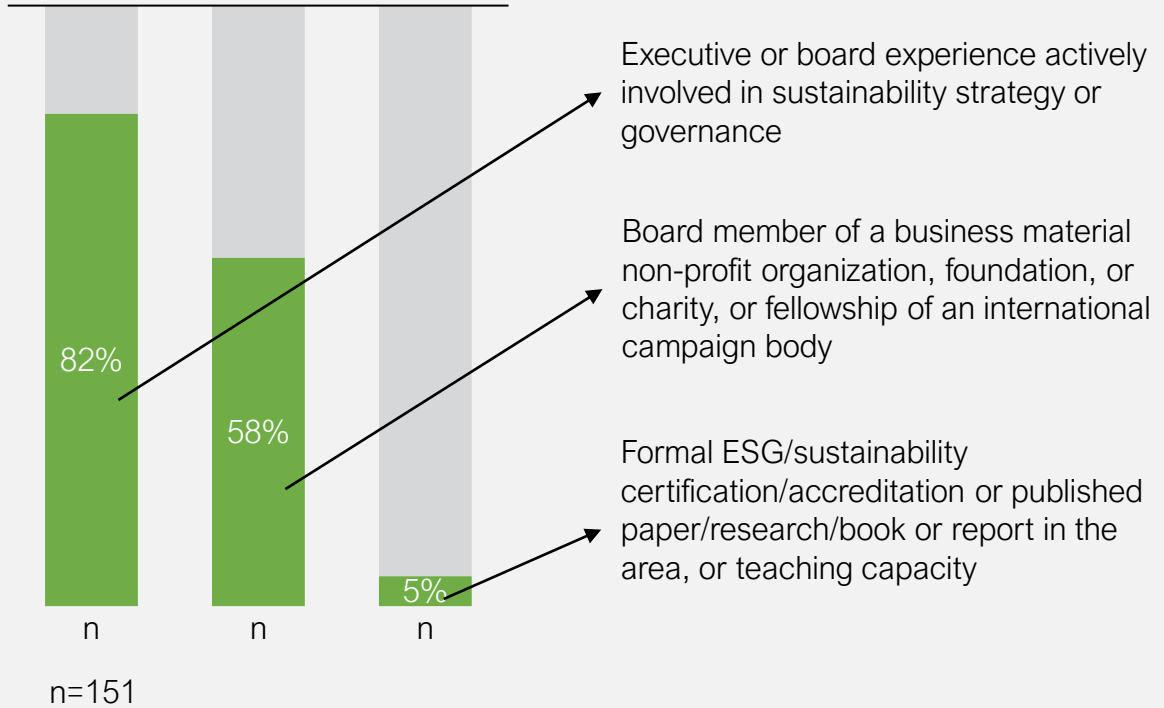


Historical Comparison – Core Data

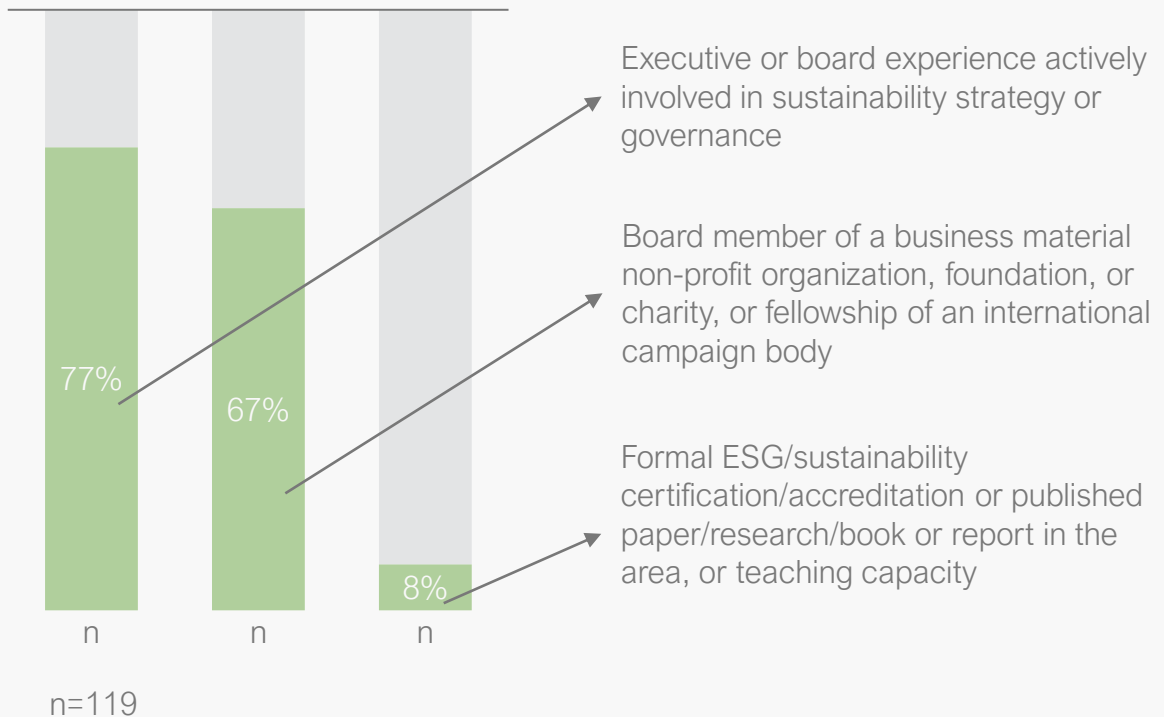


ESG Engagement Drivers

ESG Engagement Drivers 2022



ESG Engagement Drivers 2021



Methodology

Methodology

Board ESG Policy Assessment

All data were collected in August 2022 and taken from the surveyed companies' websites. Since all organisations are publicly listed, the publishing of their corporate governance policy details is a legal obligation.

The proxy used for ESG preparedness at board level is the presence of a relevant board committee that stipulates ESG issues in its committee charter.

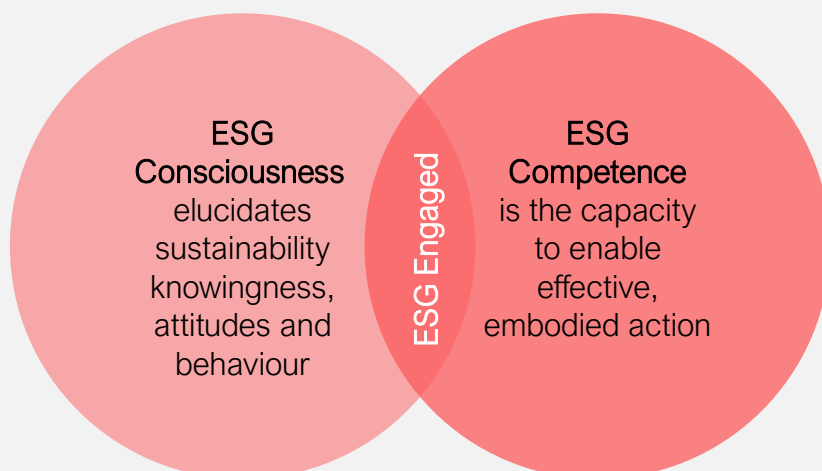
Terminology for 'sustainability committee' varies. Some committees are named 'ESG' or 'CSR' committee.

Some sustainability responsibilities are part of shared committees such as Corporate Governance and/or Nomination Committee, Risk, or Public Policy/Affairs committees.

So long as a sustainability narrative is clearly stipulated in their charters, these are referred to as relevant committees. Businesses that do not disclose any sustainability policy as part of their board committee charters do not qualify for the directors ESG engagement assessment. Directors must be assigned to a relevant committee to qualify.

ESG Engagement

TBSR includes two measures of ESG engagement, being those who are considered ESG conscious or have an awareness and knowledge on issues and those who are ESG competent or having the capacity to act on issues



Methodology

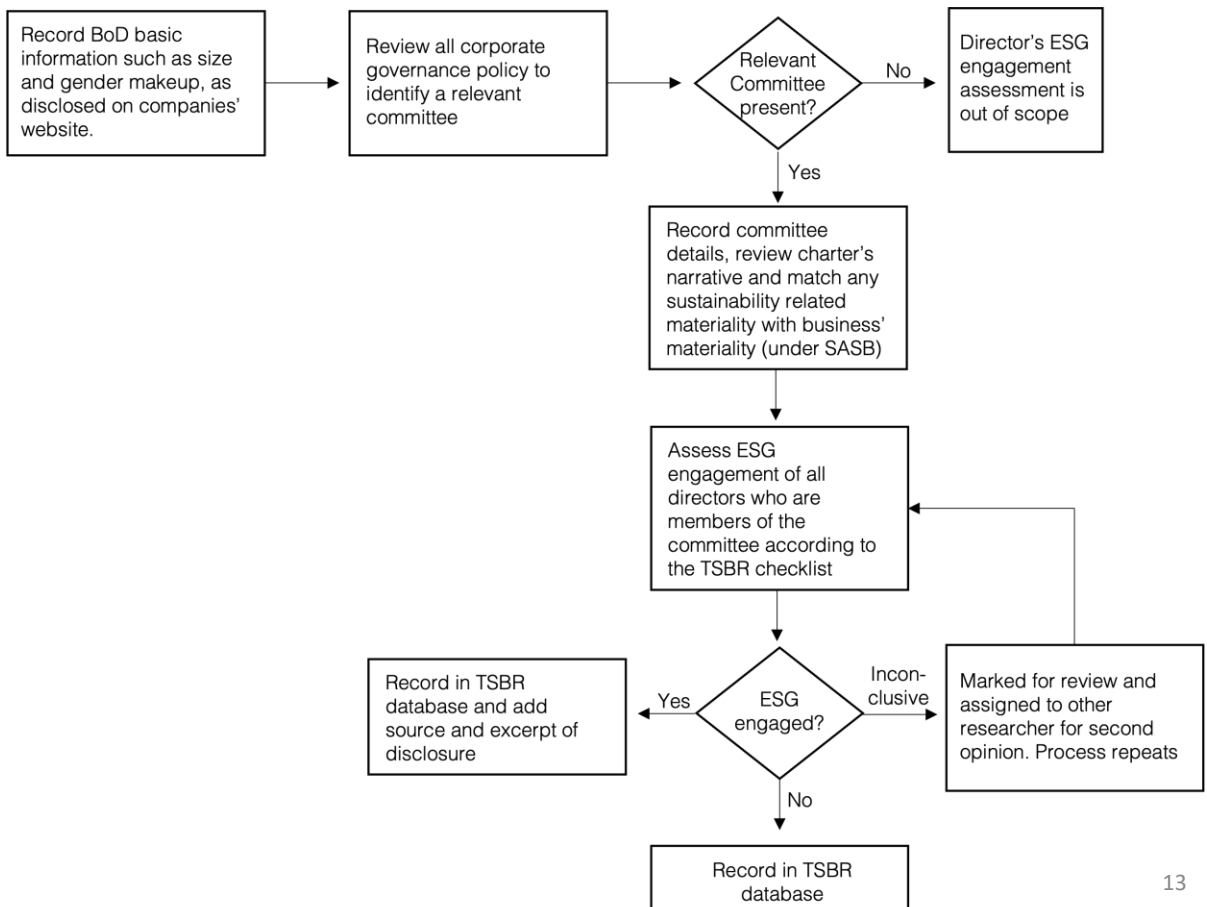
Directors' ESG engagement was assessed against a checklist:

1. Executive or board experience actively involved in sustainability strategy or governance
2. Board member of a business material (under SASB) non-profit organisation, foundation, charity, or fellowship of an international campaign body
3. Formal ESG/sustainability certification/accreditation or published paper/research/book or report in the area, or teaching capacity

Examples

1. Published interviews with individuals expressing details about their approach to ESG/sustainability, or e.g. published speeches or strategy
2. WEF (most common), UN Global Compact, CECP, WBCSD, think tanks with sustainability focus such as Aspen Institute, Salzburg Global Seminar, etc.
3. GCB.D, IDP-C, Harvard Corporate Governance Forum publication, author of a relevant book

Assessment Sequence and Process



List of surveyed companies

R	Company	Country	SASB Industry
1	Berkshire Hathaway	United States	Financials
2	ICBC	China	Financials
3	Saudi Aramco	Saudi Arabia	Extractives
4	JPMorgan Chase	United States	Financials
5	China Construction Bank	China	Financials
6	Amazon	United States	Technology & Comms.
7	Apple	United States	Technology & Comms.
8	Agricultural Bank of China	China	Financials
9	Bank of America	United States	Financials
10	Toyota Motor	Japan	Transportation
11	Alphabet	United States	Technology & Comms.
12	Microsoft	United States	Technology & Comms.
13	Bank of China	China	Financials
14	Samsung Group	South Korea	Technology & Comms.
15	ExxonMobil	United States	Extractives
16	Shell	United Kingdom	Extractives
17	Ping An Insurance Group	China	Financials
18	Wells Fargo	United States	Financials
19	Verizon Communications	United States	Technology & Comms.
20	AT&T	United States	Technology & Comms.
21	PetroChina	China	Extractives
22	UnitedHealth Group	United States	Health Care
23	Walmart	United States	Consumer Goods
24	China Merchants Bank	China	Financials
25	Volkswagen Group	Germany	Transportation
26	Chevron	United States	Extractives
27	Citigroup	United States	Financials
28	Tencent Holdings	China	Technology & Comms.
29	Total	France	Extractives
30	Postal Savings Bank Of China	China	Financials
31	China Mobile	Hong Kong	Technology & Comms.
32	Comcast	United States	Services
33	Alibaba Group	China	Technology & Comms.
34	Meta Platforms	United States	Technology & Comms.
35	Allianz	Germany	Financials
36	Morgan Stanley	United States	Financials
37	Goldman Sachs	United States	Financials
38	HSBC Holdings	United Kingdom	Financials
39	BNP Paribas	France	Financials
39	Johnson & Johnson	United States	Health Care
41	Mercedes-Benz	Germany	Transportation
42	CVS Health	United States	Consumer Goods
43	Pfizer	United States	Health Care
44	Softbank	Japan	Financials
45	Sinopec	China	Extractives
46	Nestle	Switzerland	Food & Beverage
46	RBC	Canada	Financials
48	AXA Group	France	Financials
50	BP	United Kingdom	Extractives
51	Intel	United States	Technology & Comms.

R	Company	Country	SASB Industry
52	Nippon Telegraph & Tel	Japan	Technology & Comms.
52	TD Bank Group	Canada	Financials
54	Reliance Industries	India	Infrastructure
55	Industrial Bank	China	Financials
56	Sony	Japan	Services
57	Santander	Spain	Financials
57	Taiwan Semiconductor	Taiwan	Technology & Comms.
59	Mitsubishi UFJ Financial	Japan	Financials
60	Ford Motor	United States	Transportation
60	LVMH	France	Consumer Goods
62	Bank of Communications	China	Financials
63	Procter&Gamble	United States	Consumer Goods
64	BMW Group	Germany	Transportation
65	Petrobras	Brazil	Extractives
66	Deutsche Telekom	Germany	Technology & Comms.
67	AbbVie	United States	Health Care
68	Novartis	Switzerland	Health Care
69	General Motors	United States	Transportation
70	Equinor	Norway	Extractives
71	China Life Insurance	China	Financials
72	Roche Holding	Switzerland	Health Care
73	AIA Group	Hong Kong	Financials
74	MetLife	United States	Financials
75	BHP Group	Australia	Extractives
76	The Home Depot	United States	Consumer Goods
77	American Express	United States	Financials
77	Siemens	Germany	Infrastructure
79	Stellantis	Netherlands	Transportation
80	Zurich Insurance	Switzerland	Financials
82	Rio Tinto	Australia	Extractives
83	Brookfield Asset Management	Canada	Financials
84	Cigna	United States	Financials
85	Prudential Fin.	United States	Financials
86	PepsiCo	United States	Food & Beverage
87	Merck & Co.	United States	Health Care
88	Elevance Health	United States	Financials
89	Bank of N. Scotia	Canada	Financials
90	AIG	United States	Financials
91	Glencore Int.	Switzerland	Extractives
92	Cisco Systems	United States	Technology & Comms.
93	Anheuser-Busch InBev	Belgium	Food & Beverage
94	Walt Disney	United States	Services
95	Chubb	Switzerland	Financials
96	CITIC	Hong Kong	Infrastructure
96	Lloyds Banking Group	United Kingdom	Financials
98	IBM	United States	Technology & Comms.
99	Sanofi	France	Health Care
100	UPS	United States	Transportation
101	British American Tobacco	United Kingdom	Food & Beverage
102	UBS	Switzerland	Financials

Boards: Stepping Up as Stewards of Sustainability

Our collaborative report with Egon Zehnder contains the key findings of TSBR 2022 combined with Egon Zehnder's own research and insights

There is a paradox inside boardrooms globally. While directors are growingly aware of ESG challenges, lack of preparedness and questions on how to create meaningful impact remain. Together with Egon Zehnder we shed light on this challenge and outline four recommendations for board leaders to step up as Stewards of Sustainability.



About Us & Contact

The Sustainability Board Report is an independent not-for-profit project.

We aim to showcase different dimensions of sustainable leadership and corporate governance. By developing best practice and thought leadership, our reports help individual leaders, organisations and investors to understand the changing landscape of environmental, social and governance (ESG) preparedness, consciousness and competence.

Our findings and research are based on proprietary methodologies. Before drawing conclusions, we take academic papers and thought leadership into account. We aim to combine theoretic concepts with actionable recommendations on a business level.

For all enquiries regarding this report, please contact us directly via email.

The spirit of this project is to create an open dialogue with business leaders and their communities.

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www.boardreport.org

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