



# GOVERNANCE FRAMEWORK

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# ABOUT THIS DOCUMENT

First established in 1992, the United Nations Environment Programme Finance Initiative (UNEP FI) is a partnership between UNEP and a network of financial institutions from across the globe, to steward the integration of sustainability issues into decision-making across the banking, insurance and investment industries, as enshrined in the UNEP Statement of Commitment by Financial Institutions on Sustainable Development.

Over the years, the Initiative has undergone a number of adjustments to adapt to the evolving needs and ambitions of the partners. A critical moment in the Initiative's evolution was the formalisation of its matrix structure in 2010, and the concurrent redesign of its governance bodies along industry, thematic and geographic lines respectively.

Five years later, UNEP FI's Global Steering Committee (GSC) put forward a motion to revise the governance of UNEP FI with a view to addressing a number of difficulties encountered since 2010, in particular the complexity and extensiveness of governance processes and roles, and the resulting lack of strategic focus overall.

The GSC's motion was approved at the UNEP FI 2015 Annual General Meeting (AGM), which mandated the GSC to work on a proposal. This document constitutes the revised UNEP FI Governance Framework, as developed by the GSC between October 2015 and March 2016, in-line with the mandate of the 2015 AGM, and as approved by the Extraordinary General Meeting (EGM) of 9-10 May 2016.

The Framework covers all of UNEP FI's governance bodies, from the AGM and the GSC, to the Industry Committees (ICs), the Thematic Advisory Boards (TABs) and the Regional Advisory Boards (RABs).

As such, it is the authoritative reference document for any matters of governance that may arise in the delivery of UNEP FI's activities as of its entrance into force, at the 2016 AGM (27 October 2016).

The Governance Framework may be amended in the future upon the explicit mandate of the AGM.

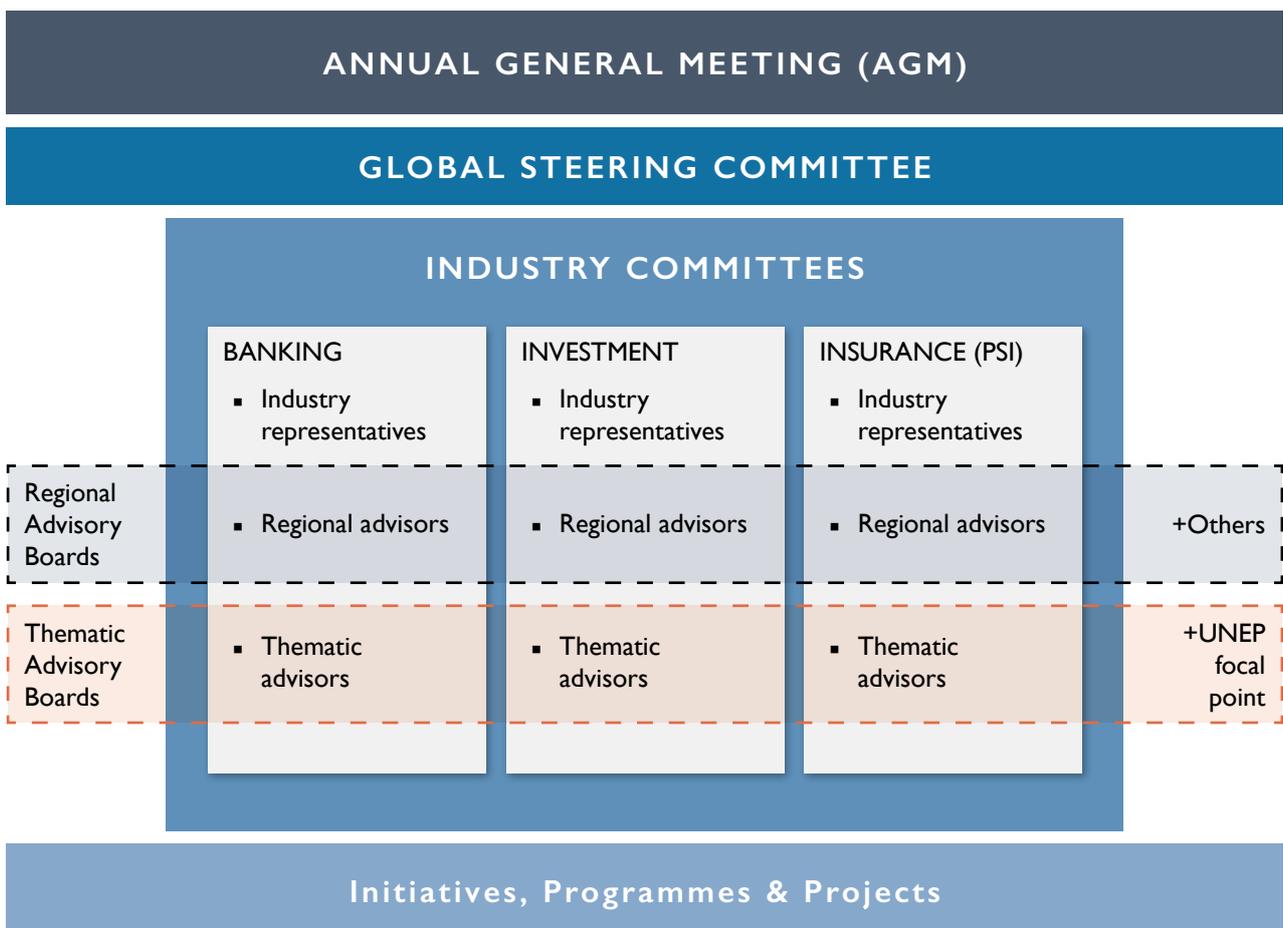
# 2. OVERVIEW OF UNEP FI GOVERNANCE

The Governance of UNEP FI is reflective of the nature of the Initiative as a partnership between UNEP and a global network of financial institutions spanning the banking, insurance and investment industries.

UNEP FI's governance bodies are: the Annual General Meeting, the Global Steering Committee, the three Industry Committees (Banking, Investment and Insurance), the Thematic Advisory Boards and the Regional Advisory Boards.

The Annual General Meeting is an assembly of all Members with the ultimate decision-making authority for UNEP FI. The Global Steering Committee oversees the strategic orientation of the Initiative and is composed of representatives from across the memberships' core constituencies. The Industry Committees, with the Thematic Advisory Boards and Regional Advisory Boards, constitute the operative component of the Initiative's governance.

Figure. I – UNEP FI Governance Bodies



# 3. ANNUAL GENERAL MEETING (AGM)

The composition, chairing, roles, responsibilities and decision-making rules of the AGM are defined under articles 6-8 of the UNEP FI constitution (2005 edition). Following the incremental adjustment of UNEP FI's structure from 2010, the present Governance Framework seeks to provide a number of clarifications and updates reflective of the said structural changes.

## 3.1 COMPOSITION

- 3.1.1 The AGM is open to all UNEP FI members and all members are expected to participate in the AGM either in person or by proxy. Except in an emergency, clear notification of such appointment must be given to the Secretariat in advance.
- 3.1.2 One quarter of the total membership signatory base must be present by delegate or proxy in order for the proceedings of an AGM to be valid. If no quorum can be reached, the meeting will be adjourned.

## 3.2 CHAIRING

- 3.2.1 The Chair/s of the Global Steering Committee shall chair the AGMs held during their mandate.

## 3.3 RESPONSIBILITIES

It is the specific responsibility of the Annual General Meeting to:

- 3.3.1 Approve the minutes of the previous AGM;
- 3.3.2 Sign-off on the annual report on activities of the previous year and projected activities for the year ahead;
- 3.3.3 Approve the venues and themes of the biannual UNEP FI Global Roundtables proposed by the Global Steering Committee;
- 3.3.4 Sign off on both the previous year financial report and the year ahead budget, as well as the membership fees for the following year as presented by the Global Steering Committee;
- 3.3.5 Approve any strategic, structural and/or operational changes in the Initiative as proposed by the Global Steering Committee (governance processes, new work streams, etc.);
- 3.3.6 Approve amendments to the UNEP FI Statements, Constitution and/or Structure, should it be required;
- 3.3.7 Settle any disputes arising within the membership and which cannot be resolved at Global Steering Committee level.

## 3.4 DECISION-MAKING

- 3.4.1 Each Member shall be entitled to one vote on each question put to a vote at the AGM. Where a Member is represented by several delegates, a single vote shall be cast for the Member organisation.
- 3.4.2 Questions arising at the Annual General Meeting are decided by a simple majority vote.
- 3.4.3 Members unable to attend an AGM, and not represented by a proxy may vote in advance by electronic means.

### **3.5 EXTRAORDINARY GENERAL MEETINGS (EGMs)**

- 3.5.1** EGMs may also be convened when a matter requiring AGM approval requires urgent resolution or resolution prior to the next AGM.

### **3.6 SECRETARIAT**

- 3.6.1** The Secretariat will schedule AGMs and EGMs under the guidance of the Global Steering Committee.
- 3.6.2** The Secretariat will provide the necessary background documents prior to all AGMs and EGMs.
- 3.6.3** The Secretariat is responsible for taking minutes during AGMs and EGMs.
- 3.6.4** The Secretariat is responsible for archiving all AGM/EGM documents, and maintaining the signatory list-serve and extranet.

# 4. GLOBAL STEERING COMMITTEE (GSC)

## 4.1 ROLE

It is the specific responsibility of the Global Steering Committee to:

- 4.1.1 Identify, set and periodically review strategic objectives for UNEP FI;
- 4.1.2 Decide on the thematic and regional focus areas of UNEP FI based on the evolution of the strategic priorities of UNEP FI membership and UNEP, as well as the geographic spread of the membership;
- 4.1.3 Advise on and approve the UNEP FI Programme of Work and corresponding funding plan, based on the proposals put forward by the Industry Committees, the Thematic Advisory Boards and the Regional Advisory Boards;
- 4.1.4 Lead the preparation of the Initiative’s biannual Global Roundtable;
- 4.1.5 Actively disseminate/promote the work of UNEP FI vis a vis a variety of audiences, including but not limited to: peer financial institutions, regulators, other public authorities and other relevant stakeholders, as well as communication specialists and the media.

## 4.2 GSC COMPOSITION

The number of positions on the GSC is set at 13 positions.

- 4.2.1 Positions 1 to 10 are elected members drawn from the three industries (Banking, Investment and Insurance) across the geographic regions (Africa & Middle East, Asia Pacific, Europe, Latin America and North America). Positions 1-8 are allocated to the industry-region combinations with the highest number of members. Positions 9 and 10 are open to members coming from the other industry-region combinations. The first priority for these two positions will be to ensure that all regions have at least one representative on the GSC. If this is the case, then positions 9 and 10 will be allocated either on a competitive basis or at the discretion of the GSC based on the strategic development of the UNEP FI work programme and geographic outreach.

**Table I - Illustration: Allocation of Positions 1-8 based on membership per industry-region combinations<sup>1</sup>**

	Banking	Insurance	Investment
<b>Region A</b>	30 members <b>Position #5</b>	5 members <b>Open</b>	0 members <b>Open</b>
<b>Region B</b>	45 members <b>Position #2</b>	25 members <b>Position #6</b>	5 members <b>Open</b>
<b>Region C</b>	50 members <b>Position #1</b>	35 members <b>Position #4</b>	20 members <b>Position #7</b>
<b>Region D</b>	40 members <b>Position #3</b>	10 members <b>Open</b>	0 members <b>Open</b>
<b>Region E</b>	10 members <b>Open</b>	5 members <b>Open</b>	15 members <b>Position #8</b>

1. All numbers are illustrative only and do not reflect real status of UNEP FI’s membership

- 4.2.2 The allocation of positions 1-10 to the different industry-region combinations is determined by the GSC based on the membership composition at the time of the AGM of the year preceding elections.
- 4.2.3 Positions 11 and 12 are appointed positions. The GSC fills these at its discretion in order to recruit specific skills that may be lacking on the committee.
- 4.2.4 Position 13 is allocated to UNEP on a permanent basis.

## 4.3 MEMBER POSITIONS (POSITIONS I-10)

### 4.3.1 Profile

All candidates for the GSC are required to:

- i. Represent one of the industry-region combinations available (industry and regional affiliation);
- ii. Present a clear track record in the implementation and promotion of the sustainable finance agenda;
- iii. Be empowered to devote the necessary time and effort for the execution of their roles and responsibilities (providing input, attending meetings and events);
- iv. Be in a position to mobilise support within their organisation for their work as a GSC Member.

### 4.3.2 Eligibility

All UNEP FI member institutions are eligible.

- i. No member can hold more than one position on the GSC.
- ii. UNEP FI member institutions are allowed to hold a position on the GSC and on other UNEP FI governance bodies simultaneously.
- iii. Where member institutions hold various governance positions, they may be represented by one or several individuals, under the understanding that, should a given individual seek election to more than one position at a given time, his/her profile will be expected to match the separate requirements (specific to the positions) and that he/she is able to commit the necessary time and resources.

### 4.3.3 Self-Nominations

- i. In an election year, the UNEP FI Secretariat will issue a call for self-nominations, specifying which positions are available, based on the applicable industry-region combinations (see above).
- ii. Self-nominations must then be submitted to the Secretariat via the preliminary self-nomination form provided by the Secretariat, within the established deadline.
- iii. Once the deadline for submitting self-nominations has passed, all self-nominees will receive information on the total number of nominations received for each position. At this stage, any self-nominee who does not wish to stand for election may withdraw in confidence.
- iv. For positions that have received only one self-nomination, self-nominees may proceed to the next step of the process provided they meet the profile and eligibility criteria outlined above.
- v. All confirmed self-nominees are then required to provide a full self-nomination form.

#### 4.3.4 Elections

- i. All completed self-nomination forms are circulated to the full membership of UNEP FI together with a voting form, as part of the AGM background documents.
- ii. For positions that have received only one self-nomination, self-nominees will be appointed on a no-objection basis.
- iii. For contested positions, each UNEP FI member will have one vote to cast per position. The candidates with the most votes will take the positions.

#### 4.3.5. Term

- i. GSC members are elected for a three-year term starting from January 1st.
- ii. Members can serve a maximum of two consecutive terms.
- iii. Members having served two consecutive terms can be re-elected or re-appointed after a minimum break of one year.
- iv. Should a GSC member no longer be able to serve before his/her term has expired, a written notification should be sent to the Secretariat by the member's organisation, with the possibility of proposing a new representative who will have to be approved by the GSC as meeting the profile and eligibility criteria described above.
- v. Should no replacement be available, the vacant position is to be filled by a new nomination/election process.

### 4.4. APPOINTED POSITIONS (POSITIONS 11-12)

- 4.4.1 The GSC is responsible for appointing two individuals to the GSC once positions 1-10 have been filled.
- 4.4.2 Individuals are appointed on the basis of the specific skills, expertise and/or networks identified as lacking and/or desirable on the GSC.
- 4.4.3 Nominees may be sought both from within and beyond the UNEP FI membership. Eligible external nominees include: representatives from UNEP FI supporting institutions, partners, and independent individuals. Individuals employed by non-member financial institutions are not eligible.
- 4.4.4 Appointments are made for a single term (i.e. three years), renewable once.
- 4.4.5 Should a nominee no longer be able to serve before his/her term has expired, a written notification should be sent to the Secretariat.
- 4.4.6 The vacant position is to be filled by a new nomination process.

### 4.5 UNEP POSITION (POSITION 13)

UNEP will have one permanent seat on the GSC (Position 13).

#### 4.5.1 Profile

- i. The UNEP representative will be a high-ranking official with responsibilities in sustainable finance within the organization and/or with direct responsibilities and decision-making power in relation to UNEP FI as an administration and team within the broader UNEP Secretariat.
- ii. He or she may involve relevant colleagues in GSC meetings and discussions as appropriate on a case-by-case basis.

### 4.5.2 Role

The UNEP Representative is responsible for:

- i. Providing insights on technical and scientific matters based on UNEP's expertise;
- ii. Making linkages to relevant policy fora within and beyond UNEP (e.g. UNEA, UNFCCC, UNGA, etc.);
- iii. Providing oversight and communicating on administrative matters as material to the functioning of the Initiative, in particular its Secretariat;
- iv. Supporting UNEP FI fund-raising efforts as relevant.

### 4.5.3 Appointment

The UNEP Representative is appointed by the UNEP Executive Director.

## 4.6 CHAIRING

### 4.6.1 Appointment

- i. Once all positions on the GSC have been filled the constituted members will elect one or two of its members as Chair or Co-Chairs.
- ii. Appointments are made for a single term (i.e. three years), renewable once.

### 4.6.1 Role

Chairing of the GSC involves:

- i. Chairing all GSC sessions;
- ii. Building consensus, managing differing views as they may arise on the basis of geography, industry or other factors, so as to leverage the diversity of the membership;
- iii. Resolving any divergences that may arise between membership and UN views and priorities, so as to leverage the unique nature of the UNEP FI partnership;
- iv. Driving the ambition and strategic relevance of the partnership;
- v. Acting as a high-level level UNEP FI representative at key events and bilateral meetings.

## 4.7 ADVISOR FOR BUDGETING & FINANCIAL REPORTING

- 4.7.1 The day-to-day management of UNEP FI finances are entrusted to the Secretariat in accordance with UN rules and regulations, based on the UNEP FI strategy, work plans and projects, as approved by the relevant UNEP FI governing bodies.
- 4.7.2 The Secretariat is responsible for bringing strategic or material financial issues to the GSC.
- 4.7.3 A GSC Advisor for Budgeting and Financial Reporting is appointed by the GSC members with the responsibility, supported by the Secretariat, for reviewing and communicating UNEP FI's financial performance and status to the membership.

## 4.8 MEETINGS & COMMUNICATION

- 4.8.1 The GSC will have a minimum of one meeting (in-person or conference call) per quarter, including at least one face-to-face meeting per year.
- 4.8.2 Additional meetings may be organised as necessary to address specific issues.
- 4.8.3 Travel expenses of GSC members will not be covered by UNEP FI.
- 4.8.4 An exception may be made for GSC members holding open positions should they be retired individuals or individuals not employed on a full-time basis.
- 4.8.5 If a member cannot attend a meeting he or she is required to advise the Secretariat in writing.
- 4.8.6 Seven members shall be the quorum for GSC meetings to proceed.

## 4.9 DECISION-MAKING

- 4.9.1 By default decision-making will be by consensus.
- 4.9.2 If consensus is not achieved, decisions will be made by a simple majority vote, with each member of the Committee holding one vote.
- 4.9.3 In case of a tie, the Chair vote will break the tie.
- 4.9.4 Any member of the Global Steering Committee may appoint any other member of the Steering Committee to act on their behalf by proxy by giving 24 hours notice in writing to the Secretariat.

## 4.10 SECRETARIAT

The UNEP FI Head, supported by the Initiative's Programme Manager, serves as the Secretariat to the GSC.

- 4.10.1 The Secretariat will schedule and prepare the agenda for all meetings under the direction of the Chair and UNEP representative.
- 4.10.2 The Secretariat will provide the agenda and necessary background documents at least one week prior to meetings.
- 4.10.3 The Secretariat is responsible for taking minutes of the discussions, proceedings and decisions during all GSC meetings.
- 4.10.4 The Secretariat is further responsible for maintaining the relevant data-bases, mailing lists and websites of UNEP FI.
- 4.10.5 The Secretariat does not have any voting rights.

# 5. INDUSTRY COMMITTEES (ICs)

Under the overall direction of the Global Steering Committee, there will be three Industry Committees to oversee the work of UNEP FI in the banking, insurance<sup>2</sup> and investment sectors.

## 5.1 ROLE

Each Industry Committee will:

- 5.1.1 Develop, review and maintain a strategy regarding the industry which aims to address the specific needs of UNEP FI Signatories and broader players in the banking, insurance and investment sectors;
- 5.1.2 This strategy will also address the cross-cutting thematic focus areas of UNEP FI and the specific needs and priorities of the different geographical regions in which the Initiative operates;
- 5.1.3 Based on the strategy it has established, define UNEP FI's operational work programme for the Industry in question, including both cross- industry and industry-specific projects and programmes, as well as appropriate partnerships and source/s of funding;
- 5.1.4 Actively disseminate/promote the work of UNEP FI vis-a-vis a variety of audiences, including but not limited to: peer financial institutions, relevant stakeholders, communication specialists and the media.

## 5.2 COMPOSITION

The exact size and composition of the Industry Committees will be dependent on the needs of each Committee as the UNEP FI membership and work programme evolve, however all Committees will include:

- **Industry Representatives**  
Industry representatives are to be elected on the basis of the types of FIs present in the UNEP FI membership (as relevant per Industry) and with a view to ensuring the representation of a variety of professional profiles and functions (e.g. sustainability management, risk management, business development).
- **Regional Advisors (also sitting on Regional Advisory Boards)**  
Representatives are to be elected for the geographical regions in which the given industry is represented and/or has projected activities. UNEP FI regions are understood as: Africa and Middle East, Asia Pacific, Europe, Latin America, North America.
- **Thematic Advisors (also sitting on Thematic Advisory Boards)**  
Advisors are to be elected for each of the core themes that UNEP FI focuses on at any given time, in-line with UNEP priorities, as defined by the GSC.

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2. The Insurance Industry Committee will be constituted by the PSI Board.

## 5.3 COMMITTEE MEMBERS

### 5.3.1 Profile

All Committee Members are required to:

- i. Present the required skills and experience for the position to be filled (e.g. thematic focal points should have proven experience in the theme in question);
- ii. Be empowered to devote the necessary time and effort for the delivery of their roles and responsibilities (providing input, attending meetings and events);
- iii. Be in a position to appoint or mobilise appropriate support/resources from within their organisation to support their work as a Committee Member.

### 5.3.2 Eligibility

- i. No member company shall hold more than one position on a given Industry Committee.
- ii. A representative from a subsidiary may represent under the parent UNEP FI member company or as a subsidiary if it has duly taken on a UNEP FI subsidiary member status.
- iii. In the case of subsidiaries, the above is dependent on the subsidiary having duly taken on subsidiary member status.
- iv. A signatory of UNEP FI represented on the GSC may also hold a position on an Industry Committee but only on one.

### 5.3.3 Self-Nominations

- i. The Secretariat calls for self-nominations by Industry specifying which positions are available.
- ii. To be valid, self-nominations must be submitted via the provided preliminary self-nomination form within the established deadline.
- iii. Once the submission deadline for self-nominations has passed, all self-nominees will receive information on the total number of nominations received for each position. At this stage, any self-nominee who does not wish to stand for election may withdraw in confidence.
- iv. For positions that have received only one self-nomination, self-nominees may proceed to the next step of the process provided they meet the profile and eligibility criteria outlined above.
- v. All confirmed self-nominees are then required to provide a full self-nomination form.

### 5.3.4 Elections

- i. All self-nomination forms are circulated to the members of the corresponding Industry with a voting form.
- ii. For positions that have received only one self-nomination, self-nominees will be appointed on a no-objection basis.
- iii. For contested positions, each UNEP FI member from the corresponding Industry will have one vote to cast per position. The candidates with the most votes will take the positions.
- iv. To be valid, votes must be submitted via the provided form and within the established deadline.

### 5.3.5 Term

- i. Committee Members are appointed for a three (3) year term and can serve a maximum of two (2) consecutive terms.
- ii. Members having served two consecutive terms can be re-elected or re-appointed after a break of one year.

### 5.3.6 Termination

- i. Committee positions are held in representation of the signatory company elected or appointed, not by the individual representing the company.
- ii. Should a Committee Member no longer be able to serve, a written notification should be sent to the Secretariat by the institution, with the possibility of proposing a new representative, who will have to meet the profile and eligibility criteria described above and who will need to be approved by the Committee members.
- iii. Should no replacement be available, the vacant position is to be filled by a new nomination/election process.

## 5.4 CHAIRING & REPORTING TO THE GENERAL STEERING COMMITTEE

- 5.4.1 The Chair/Co-Chair's main responsibility is to chair all Committee discussions and meetings in a collegial and consensus-building manner.
- 5.4.2 The Chair (or Co-Chairs) is/are also responsible for taking part in cross-industry meetings and for reporting on behalf of the Industry Committee to the Global Steering Committee. In reporting to the GSC, the Committees will be expected to cover both industry-specific and cross-cutting projects and programmes.

## 5.5 DECISION-MAKING

- 5.5.1 By default decision-making will be by consensus.
- 5.5.2 If consensus is not possible, decisions will be made by a simple majority vote, with each member of the Committee holding one vote.
- 5.5.3 In case of a tie, the Chair vote will break the tie.

## 5.6 MEETINGS & COMMUNICATIONS

- 5.6.1 Individual Committees will have a minimum of one meeting (in-person or conference call) per quarter.
- 5.6.2 Complementary meetings may be organised as necessary to address specific issues or present/launch specific project deliverables.
- 5.6.3 Further communications will be ensured via email, including dedicated mailing lists (e.g. members-only, members+ supporting institutions, etc.).
- 5.6.4 Committee Chairs will come together to hold one strategic consultation and coordination meeting per year to a) inform their industry-specific planning and b) advise and monitor progress in relation to cross-cutting projects and programmes.

*Note: Travel expenses for members will not be covered by UNEP FI*

## 5.7 SECRETARIAT

- 5.7.1 The Industry Committees are supported by a team of staff members of UNEP FI, including the industry-specific Programme Lead, the Thematic Leads and the Regional Coordinators, as well as the Signatory Relations Manager.
- 5.7.2 The Secretariat actively contributes to and coordinates the Industry Committee's work in establishing Industry strategies and delivering work plans.
- 5.7.3 The Secretariat is actively involved in outreach activities vis a vis potential members and partners.
- 5.7.4 The meetings and discussions of any Industry Committee are facilitated by the UNEP FI Secretariat. As such: the Secretariat will: (i) schedule meetings and conference calls under the direction of the (co)-chair(s) with due consideration for the time zones and schedules of all meeting participants; (ii) provide the necessary background documents; (iii) take minutes of the discussions, proceedings and decisions.
- 5.7.5 The Secretariat is further responsible for maintaining the relevant data-bases, mailing lists and websites of UNEP FI.
- 5.7.6 The Secretariat does not have any voting rights.

# 6. THEMATIC ADVISORY BOARDS (TABs)

## 6.1 COMPOSITION & ROLE

- 6.1.1 The Thematic Advisory Boards bring together the Thematic Advisors present on each of the three Industry Committees (Banking, Investment and Insurance) and a UNEP representative with senior responsibilities and expertise pertaining to the theme concerned.
- 6.1.2 The Thematic Advisory Boards are, for UNEP and UNEP FI, internal centres of expertise on the roles, potentials and needs of the finance sector - and the resulting implications for UNEP FI's work programme - as they pertain to the thematic priorities of UNEP most relevant to the UNEP FI membership.
- 6.1.3 Their role is to ensure that the thematic dimension of UNEP FI's Strategy and Programme and Work is formulated both on an industry-specific basis, and on a cross-industry basis as appropriate. They further provide a natural point of contact for any relevant counterparts in UNEP beyond the UNEP FI Secretariat.

Their specific responsibilities are to:

- 6.1.4 Develop, review and maintain a UNEP FI strategy and programme of work on the thematic priority at hand which reflects, and is aimed at advancing, the theories of change, avenues, and pathways, considered most promising in the alignment of financial institutions with the sustainable development objectives and necessities inherent to the theme;
- 6.1.5 Each strategy and programme of work will include both industry-specific and cross-industry components as relevant. As such each strategy will be fully coordinated with the Industry and Regional strategies and work programmes. As such they will include the definition of appropriate partnerships and sources of funding;
- 6.1.6 Provide an annual report to the GSC on the theme strategy, work programme, progress and other key issues and support the IB Chairs in communicating on thematic issues to the GSC as appropriate;
- 6.1.7 Drive the communication of thematic issues vis a vis the UNEP FI membership and a broader spectrum of external stakeholders as appropriate.

## 6.2 MEETINGS & COMMUNICATIONS

- 6.2.1 The TABs will hold one face-to-face meeting per year, in alignment with the yearly in-person meeting of the Global Steering Committee.
- 6.2.2 The TABs will have a minimum of one conference/call per quarter.
- 6.2.3 Complementary meetings may be organised as necessary to address specific issues or present/launch specific project deliverables.
- 6.2.4 Further communications will be ensured via email, including dedicated mailing lists (e.g. members-only, members+ supporting institutions, etc.).

*Note: Travel expenses for members will not be covered by UNEP FI*

## 6.3 SECRETARIAT

The TABs are supported by dedicated staff members of UNEP FI, the Thematic Coordinators. They are further supported by the Industry Programme Leaders and the Regional Coordinators, as well as the Signatory Relations Manager within the staff team.

- 6.3.1** The Secretariat actively contributes to and coordinates the TABs in establishing integrated strategies and delivering integrated work plans.
- 6.3.2** The meetings, discussions and reports of the TABs are facilitated by the UNEP FI Secretariat. As such: the Secretariat will: (i) schedule meetings and conference calls under the direction of the (co-)chair(s) with due consideration for the time zones and schedules of all meeting participants; (ii) provide the necessary background documents; (iii) take minutes of the discussions, proceedings and decisions.
- 6.3.3** The Secretariat is further responsible for maintaining the relevant data-bases, mailing lists and websites of UNEP FI.

# 7 REGIONAL ADVISORY BOARDS (RABs)

## 7.1 COMPOSITION & ROLE

- 7.1.1 The Regional Advisory Boards bring together the Regional advisors present on each of the three Industry Committees (Banking, Investment and Insurance).
- 7.1.2 The Regional Advisory Boards may further include relevant UNEP representatives with senior responsibilities pertaining to the region concerned (e.g. within Regional Offices or the Green Economy team), as well as representatives from UNEP FI Supporting Institutions, as appropriate.
- 7.1.3 The role of the RABs is to ensure the regional relevance and projection of UNEP FI's Strategy and Programme and Work:

The specific responsibilities of the RABs are to:

- 7.1.3 Develop, review and maintain a UNEP FI strategy on the different regions which reflects the needs of UNEP FI Signatories, and financial institutions more broadly in the region in question. These strategies should contain the outreach and overall promotion of UNEP FI in the region in question;
- 7.1.3 Convene UNEP FI Regional Roundtables (RRT) for every region on a biannual basis (one Regional Roundtable per region every other year);
- 7.1.4 Support the IC Chairs in communicating and reporting on regional issues to the GSC as appropriate.

## 7.2 MEETINGS & COMMUNICATIONS

- 7.2.1 The RABs will have a minimum of one meeting per quarter, including at least one face-to-face meeting every other year in alignment with the Regional Roundtables.
- 7.2.2 Complementary meetings may be organised as necessary to address specific issues.
- 7.2.3 Further communications will be ensured via email, including dedicated mailing lists (e.g. members-only, members+ supporting institutions, etc.).

*Note: Travel expenses for members will not be covered by UNEP FI*

## 7.3 SECRETARIAT

The RABs and the individual Regional Advisors that make them up are supported by UNEP FI's network of Regional Coordinators and the Signatory Relations Manager. They are further supported by the Industry Programme Leads.

- 7.3.1 The Secretariat actively contributes to and coordinates the RABs in establishing integrated strategies and delivering integrated work plans.
- 7.3.2 The meetings and discussions of any RAB are facilitated by the UNEP FI Secretariat. As such: the Secretariat will: (i) schedule meetings and conference calls under the direction of the (co)-chair(s) with due consideration for the time zones and schedules of all meeting participants; (ii) provide the necessary background documents; (iii) take minutes of the discussions, proceedings and decisions.
- 7.3.3 The Secretariat is further responsible for maintaining the relevant data-bases, mailing lists and websites of UNEP FI.

# 8. CALENDAR

	GRT Year		Non GRT Year	
	In-person	Virtual	In-person	Virtual
Q1	RRT (Region 1) RAB (Region 1)	GSC RABs (minus Region 1) TABs		GSC RABs TABs
Q2	GSC (Paris) TABs	RABs	GSC (Paris) TABs RRT (Region 3) RAB (Region 3)	RABs (minus Region 3)
Q3		GSC TABs RABs	RRT (Region 4) RAB (Region 4)	GSC TABs RABs (minus Region 4)
Q4	GRT (Region 2) AGM	GSC RABs (minus Region 2) TABs	RRT (Region 5) RAB (Region 5)	AGM GSC Cross Industry Meeting TABs RABs (minus Region 5)
Undetermined	ICs (yearly)	ICs (quarterly)	ICs (yearly)	ICs (quarterly)

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