

**BAILLIE GIFFORD**

# **Corporate Governance**

## **CIPFA Pensions Network Workshop**

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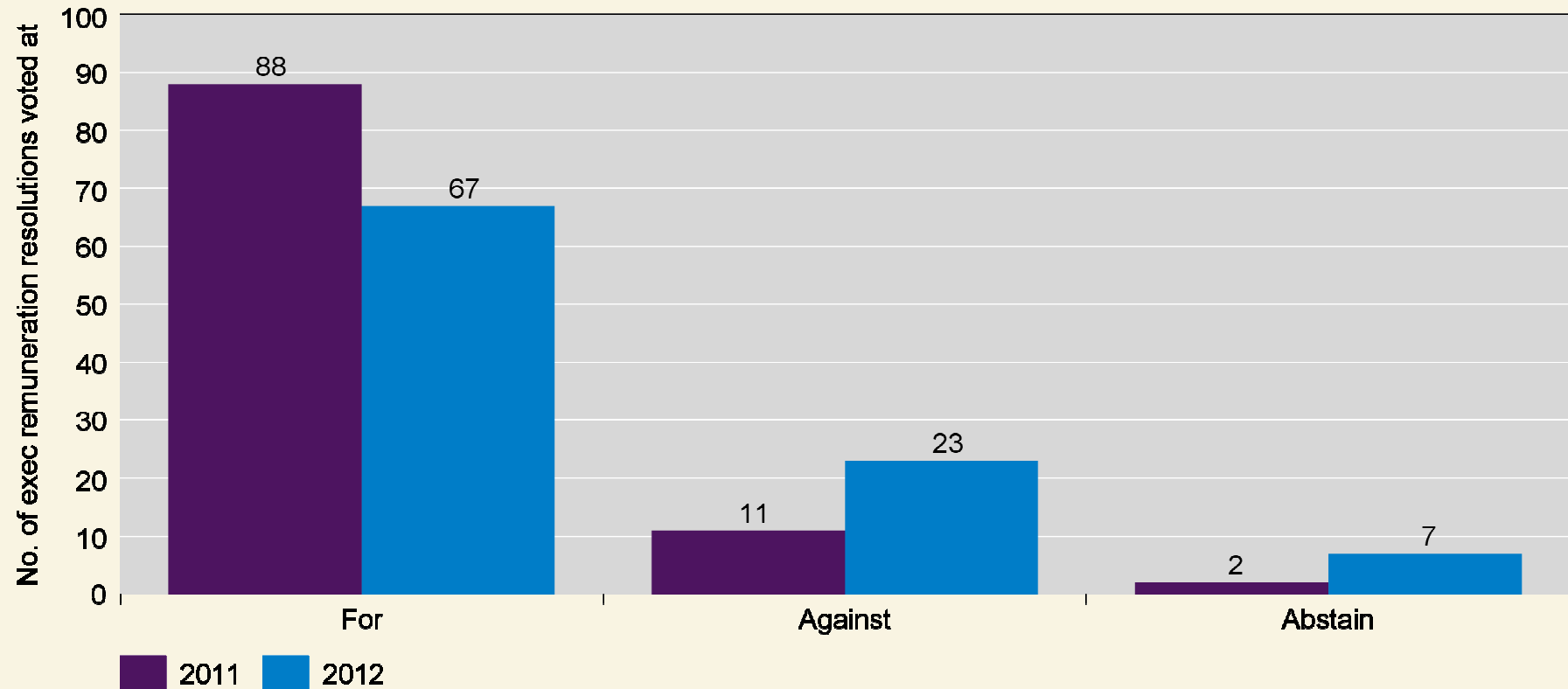
**19 September 2012**



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# US Executive Remuneration

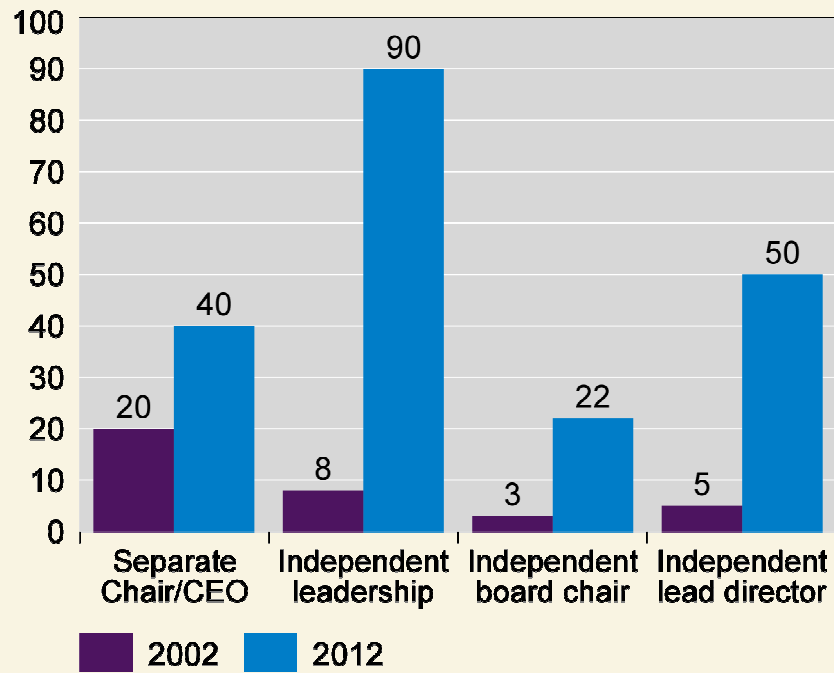
Baillie Gifford US 'Say-on-Pay' Proxy Voting Statistics 2011 and 2012



Source: Internal Baillie Gifford voting data.

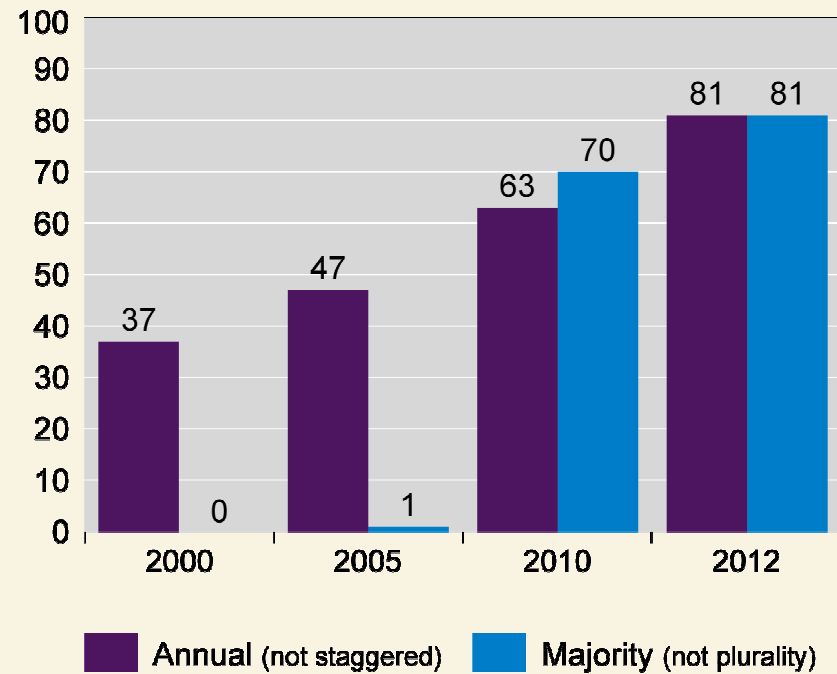
# Progression

Development of Independent US Board Leadership



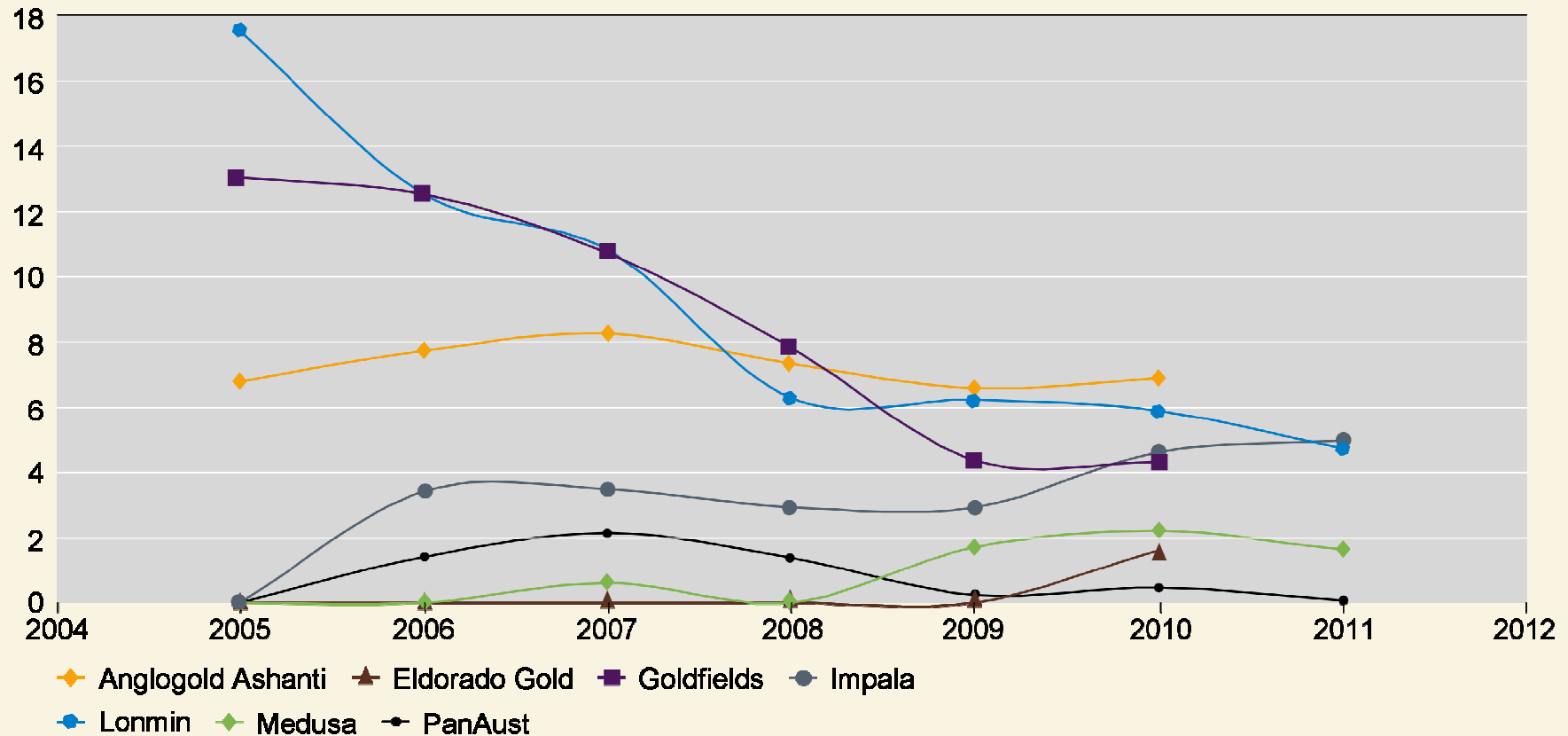
Source: Ernst & Young.

US Director Elections: Progression towards annual-majority voting from a classified-plurality voting standard



# Mining Companies' ESG Performance

LTIFR Statistics 2005 – 2012



Source: Compiled from corporate documents.

# Lost Time Incident Frequency Rate – Oil and Gas: 2005 to 2011

	2005	2006	2007	2008	2009	2010	Average 2007 – 09	Average 2008 – 10	Colour	Trend
BG	2.39	1.66	1.58	1.74	1.59	0.94	1.64	1.42	Yellow	Green
BP	2.65	2.4	2.4	2.15	1.7	3.05	2.08	2.30	Red	Red
Cairn Energy	0.44	0.64	0.66	0.25	0.640	0.6	0.52	0.50	Green	Green
Dragon Oil	2.45	2.48	2.02	1.79	1.66	1.46	1.82	1.64	Yellow	Green
Enquest	na	na	na	na	na	0.21		0.21	Green	Grey
EOG Resources	na	na	na	na	na	na			Grey	Grey
Gazprom	na	na	na	na	na	na			Grey	Grey
Inpex	na	na	na	1	1.3	0.6	1.15	0.97	Yellow	Green
Kazmun	na	na	na	na	na	na			Grey	Grey
Lukoil	na	na	na	na	na	na			Grey	Grey
OGX	na	na	na	na	na	na			Grey	Grey
Petrobas	0.97	0.77	0.76	0.59	0.49	0.52	0.61	0.53	Green	Green
Petrofac	na	0.285	0.335	0.165	0.1	0.13	0.20	0.13	Green	Green
Premier Oil		1.27	1.86	0.4	0.55	1.7	0.94	0.88	Yellow	Green
RD Shell	1	0.8	0.7	0.6	0.4	0.3	0.57	0.43	Green	Green
Sadrill	na	na	na	na	na	na			Grey	Grey
Total	3.6	3	2.4	2.1	1.9	1.6	2.13	1.87	Yellow	Green
Tullow Oil	0.82	0.81	1.95	0.54	0.76	0.85	1.08	0.72	Yellow	Green

We collected 6 years quantitative metrics for more than 40 mining and oil & gas companies. KPIs included: fatalities, CO2 emissions, oil spills, human rights and anti-bribery & corruption policies. Engagement meetings provided opportunity for qualitative assessment.

\*LTIFR – Injuries per million working hours.