

Sustainable Investment  
Consulting  
Foundations and Family Offices



Ogier

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# About Sustainable Investment Consulting Services

## Charting your foundation and family office impact report

Our people and planet face serious challenges from natural disasters, rising inequality and the growing climate crisis. No corner of our planet is immune from the consequences. We are far from powerless in the face of these global threats. This is a race we can win, and fortunately there is a growing movement to align our financial system with sustainable development.

Private capital plays an increasingly important role in supporting this transition and engaged philanthropists, foundations and investors are stepping up to the plate to create solutions.

Never have so many opportunities to make a real difference been available. Or such effective tools - including impact investing. Today, more and more individuals are looking to align their personal values into the way they give and invest.

Ogier Global's Sustainable Investment Consulting team works to support foundations, family offices and charities seeking to leverage their impact capital for good and to make a positive impact.

We do this by helping our clients re-imagine how to generate impact from their endowments by providing impact management, measurement and conducting impact due diligence services.

Quite simply, we help philanthropists and impact investors deploy capital mindfully and harness the potential of innovative financing solutions to elevate impact.

# Our services

## Foundations

Foundations can achieve and deliver environmental and social outcomes through several means, including traditional grant-making, program-related investments (PRIs) and mission-related investments (MRIs). These strategies form the basis of a foundations impact investing toolkit.

Foundations have played a critical role in developing and pioneering this move towards a holistic impact approach.

Whether you are looking to optimise your foundations grant strategy, or seeking to leverage PRI and MRI to achieve impact, we can help. We can support you to develop your impact strategy, develop your foundations theory of change and impact philosophy, conduct impact diligence and screening of grantees and investments, build your impact measurement and management approach and help you report aligned to best practice impact standards.

## Family offices

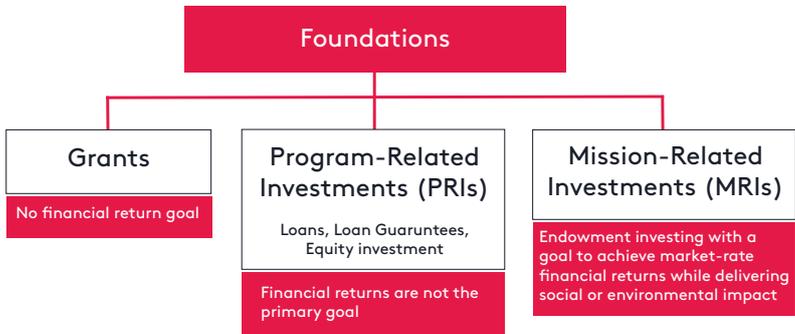
Impact investing has become a powerful mechanism for family offices looking to balance their desire to preserve wealth through the generations with income needs and investment sentiment of the current generation.

According to recent data, a quarter of family offices are engaged in impact investing and over a third expect to increase their impact allocation in the next five years.

Impact investing can provide families with a path to make more informed investment decisions and to invest in alignment with values.

We work with family offices and individuals to develop and design your impact journey and to translate this into your portfolio.

## Impact Investing Toolkit



## What we provide

We provide impact services to foundations and family offices at all stages of their impact journey.

### Impact strategy

Why are you considering impact investing and have you developed policies or codes addressing your beliefs?

**Policy:** Do you have a workable impact policy statement in place aligned with your family office investor belief statement?

**Codes:** Have you conducted an impact health-check of your portfolio?

**Beliefs:** What is the family rationale, impact vision and beliefs for adopting Impact, have you developed your risk, return and impact profile and amended the family charter to reflect this?

### Impact training

Who is going to take responsibility for impact governance and investment decisions in the family office?

**Team:** What is the internal oversight structure for impact?

**Tasks:** How will impact tasks be organised?

**Training:** What impact training will be provided to family office CIOs and to second and third generation beneficiaries?

### Impact integration

**Structures:** What family wealth structures for long-term wealth preservation are in place focusing on impact principles (eg charitable or non-charitable purpose trusts, foundations or companies limited by guarantee)?

**Investment powers:** Have you drafted investment powers in your trust or foundation to factor impact considerations in line with your impact belief statement?

#### Investment and risk

**management:** Have you translated your impact policy into investment management processes and how will these be incorporated into risk control procedures?

**Investment products:** Have you considered outcomes-based philanthropic structures, blended finance instruments and/or impact investments to help you meet your philanthropic and impact goals?

### Impact measurement and management

How will you monitor your portfolio impact performance?

**Metrics:** What metrics will you use to measure impact progress in your portfolio?

**Measurement:** Have you developed an in-house impact measurement and management process aligned with impact standards (eg impact reporting, investment reporting and investment standards, impact management project etc)?

**Reporting:** Have you drafted your impact report and impact journey?

## Leonie Kelly

Director, Head of Sustainable Investment Consulting



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**Practice Areas:** Sustainable Investment Consulting, Ogier Global

### Background:

Leonie Kelly leads Ogier Global's Sustainable Investment Consulting services to private equity firms, asset managers, institutional investors, family offices, foundations and corporates working to integrate ESG factors into operations and investment processes, and to navigate ESG policy and regulation. As a respected voice in the industry with more than 12 years' experience as an expert in sustainable finance, Leonie is well placed to assist clients across the broad spectrum of ESG and impact solutions.

Leonie has considerable experience as an expert in sustainable finance and has lived and worked in Ireland, UK and Hong Kong.

She is an advisor to Sustainable Finance Initiative Asia, a member of the Securities & Futures Commission Climate Change Expert Group, and a mentor at Resolve Foundation Hong Kong.

She has been a panel member at various ESG and sustainable finance forums including BNP Paribas Sustainable Future Forum, Social Enterprise Summit HK, Green Bonds Asia, Private Wealth Asia Forum and is an active author of ESG market insights.

Prior to joining Ogier, Leonie was a Partner at Sustainable Finance Initiative Asia focused on building an investor platform to promote the growth of sustainable finance in Asia and mobilise private capital for positive impact. Leonie was also previously Head of Impact Innovation & Investment at the Zoological Society of London where she led the development of the world's first Rhino Impact Bond. At Deloitte LLP she principally worked across sustainability and impact advisory projects for financial institutions, corporates, charities and social enterprise.

Leonie is a Fellow of the Finance Innovation Lab of London, and holds a MSc in Environment & Development from The London School of Economics & Political Science, and a BA in Economics and Geography from Trinity College Dublin, Ireland.

## Kasia Zatorska

Senior Manager, Sustainable Investment Consulting



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**Practice Areas:** Sustainable Investment Consulting, ESG - Environmental Social and Governance, Ogier Global

### **Background:**

Kasia Zatorska is a senior manager within Ogier Global's Sustainable Investment Consulting team and brings more than 14 years of experience working with asset managers, asset owners and hedge funds to the role. Prior to joining Ogier, Kasia led Institutional Shareholder Services (ISS) Hong Kong office and oversaw the firm's wider Asia-ex Japan portfolio. At ISS, Kasia deepened her knowledge of ESG metrics, reporting standards and stewardship codes. Prior to her time at ISS, Kasia was at Legal and General Investment Management in London; where she gained first-hand experience on how to design and implement ESG thematic frameworks.

Kasia is a macroeconomist by training and has substantial expertise in research and quantitative assessment. Her journey with sustainable investment started in 2013 at Legal & General Investment Management (LGIM) where she was employed to research long-term sustainability in the asset management investment themes. She also worked for several years as an ESG consultant for LGIM delivering research for the deployment of the Future World Fund, with a particular focus on climate change.

During her time at Institutional Shareholder Services, Kasia was an active member of the Asia Investor Group on Climate Change (AIGCC), the Hong Kong Green Finance Association and other Asia-based industry groups.

Kasia holds an MSc in International Economics from Poznan University of Economics and an MSc in Political Science from Aalborg Universitet.

# Andrea Leung

Head of Sustainability



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**Practice Areas:** Business Services, Sustainable Investment Consulting, Sustainability Investing and Impact Funds

## Background:

Andrea is leading Ogier's sustainability journey, with an initial focus on environment and climate change aspects. She has more than 20 years' experience in sustainability covering corporate strategy and management, reporting and verification, policy advocacy and stakeholder engagement. She has diverse technical expertise in environmental, climate change, health and safety as well as social aspects.

Andrea has extensive experience in corporate environmental sustainability, climate change, health and safety as well as social issues. She has provided advisory services to numerous corporate clients on integrated management systems, strategy development, reporting and verification and regulatory compliance review. Andrea is experienced in advising senior leaders and engaging a wide range of key stakeholders from businesses, governments and non-government organisations for collaboration and policy advocacy. She also has experience and a strong interest in sustainable investment and green financing, and has catalysed the green finance development in Hong Kong.

Andrea has a wide network and a respected voice within the sustainability community. She also provides advice to non-government organisations on a voluntary basis.

Prior to joining Ogier, Andrea was the senior policy adviser of Science and Climate Change at the British Consulate-General Hong Kong, the strategic partnerships lead for the Sustainable Finance Initiative of a Hong Kong family office and also a sustainability consultant of a number of consulting firms.

Andrea holds a MSc in Pollution and Environmental Control from the University of Manchester and a BSc in Biochemistry from the Chinese University of Hong Kong. She speaks English, Chinese (Mandarin and Cantonese) and intermediate French.

## Jacqueline Loh

Director and Head of Private Wealth



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**Practice Areas:** Ogier Global Private Wealth

**Admitted in:**

- Ontario, Canada (non-practising)
- Hong Kong (non-practising)
- England and Wales (non-practising)

**Background:**

Jacqueline, who was named as one of the Top 10 Professionals in China and Hong Kong last year, works with Ogier's legal and corporate administration teams as a trusted advisor to HNWI and UHNWI clients in the Asian region.

Jacqueline is a Member of Law Society of Ontario, Law Society of Hong Kong and Law Society of England and Wales and Member of The Society of Trust and Estate Practitioners (STEP). She is a former Chairman of STEP's Hong Kong branch and continues to have material involvement as Council Member.

Jacqueline has numerous accolades to her name, including being named in The Citywealth 2018 IFC Power Women Top 200, the Citywealth 2019 Top 10 Professionals in China and Hong Kong and was also shortlisted as one of The Citywealth 2021 IFC Advisor of the Year - Succession Planning/Trusts.

In addition to having more than 20 years of private wealth experience, Jacqueline was Head of the Philanthropy Services, North Asia with HSBC Trustee. In that role, Jacqueline assisted global families to fulfil their philanthropic goals and desires. With the help of a team, Jacqueline advised and provided guidance to hundreds of families in North Asia in pursuit of different social causes to achieve maximum impact. Jacqueline's involvement was from developing the initial visions, providing the necessary structures, finding the appropriate projects and causes to the ongoing management of the structures.

**Recognition:**

Jackie is one of those rare professionals who understands both the tax structuring aspects and the fiduciary responsibilities of being a discretionary trustee.

**Client feedback**

Very clear and frequent communications as well as good written documents as well as regular intervals.

**Client feedback**

Excellent and high quality advice.

**Client feedback**

Straight forward and clear minded. Anticipate problems before they arise.

**Client feedback**

## Sarah Mercury

Director and Head of Private Wealth, Jersey



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**Practice Areas:** Ogier Global Private Wealth

### **Background:**

Sarah is Director and Head of Private Wealth, Jersey, leading a team composed of trust and company administration specialists. Sarah has experience in all aspects of private wealth including trusts, companies, foundations, private trustee companies and partnerships.

Sarah has more than 25 years' experience in the finance sector in Jersey and is a member of the Society of Trust and Estate Practitioners.

Prior to joining Ogier in 2019, Sarah was a Director of a global administration provider's private wealth business, where she acted as a professional trustee and director on a wide range of structures for UHNW clients from Europe, the Middle East and Asia. This included a significant association with an ultra-high net worth family, which included a private trust company, trusts and foundations.

She also fulfilled the role of trustee and director on a structure holding a large portfolio of prime London commercial real estate and acted as trustee on numerous family trusts for UHNW individuals and families across various jurisdictions working with a broad range of assets including real estate, art, classic cars, luxury yachts, private aircraft, investment portfolios, bank deposits, listed and unlisted securities.

## Kate Hodson

Partner and Head of ESG (Legal)



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**Practice Areas:** DeSustainable Investment Consulting, Hedge Funds, Investment Funds, Private Equity

**Admitted in:**

- 2008 - England and Wales (non practising)
- 2015 - British Virgin Islands

**Background:**

Kate Hodson is a partner in Ogier's investment funds practice and global Head of ESG (Legal). She specialises in the formation and structuring of investment funds and other types of investment structures including trusts. She has twice been named one of Asia's Top 40 under 40 lawyers by Asian Legal Business and has also been named among the top law lawyers for Ultra High Net Worth Individuals by Billionaire.com in conjunction with Wealth. Having achieved her Masters in Energy and Environmental Law from the Chinese University of Hong Kong,

she launched Ogier's global Sustainable Investing and Impact Funds practice. She has particular experience in working with impact fund strategies focused on education, healthcare, aquaculture, real estate and climate mitigation.

Kate is also a member of Ogier's environmental working group and a member of the leadership group for its Diversity & Inclusion initiative. Kate serves as a director on the board of the World Wide Fund for Nature Hong Kong and is also a member of its finance committee. Part of her role with WWF Hong Kong has involved working with the Bankable Nature Solutions team as well as advising the sustainable finance team on their environmental consultancy role to the Climate Impact Asia Fund.

Kate obtained her Bachelor of Science from Nottingham University and subsequently completed her graduate diploma in law (GDL) and the Legal Practice Course with distinction at Nottingham Law School. In 2020, Kate completed a Masters in Energy and Environmental Law from The Chinese University of Hong Kong where she achieved a Scholarship for Academic Excellence.

Kate is a member of the Law Society of England and Wales and registered as a foreign lawyer in Hong Kong.

**Recognition:**

A safe pair of hands who is willing to go out of her way to deal with client demands. Her industry and regulatory knowledge on the ground in the Cayman Islands is also impeccable.

**FLR 1000, 2020**

Among all the lawyers I've spoken to in the world, she is the best one, from response time to knowledge. She is very good at translating legalese into normal speech.

**Chambers Global, 2020**

Kate Hodson is one of the best lawyers I have ever worked with.

**IFLR 1000, 2020**

Kate was named one of Asia's Top 40 Lawyers Under 40 in 2019.

**Asian Legal Business**

# Shirley Lo

Assistant Manager



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**Practice Areas:** Ogier Global, Sustainable Investment Consulting, ESG

## **Background:**

Shirley Lo is an assistant manager within Ogier Global's Sustainable Investment Consulting team, with experience in ESG and sustainability and a solid understanding of the sustainability landscape. Shirley previously worked in the Climate Change and Sustainability Services team at a leading consultancy firm, where she helped clients respond to the growing regulatory and stakeholder concerns.

Before joining Ogier in 2022, Shirley supported an energy company in demonstrating its commitment to sustainability along the value chain by enhancing its responsible procurement framework.

Shirley has provided professional advisory services in setting governance structures, strategies, performance KPIs, and the disclosure approach for clients from various industries, including banking, utility, real estate, customer goods, food and beverage, entertainment, and hospitality management.

Shirley holds a BSc in Environmental Management and Technology from the Hong Kong University of Science and Technology.

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