



APS and NAPS  
Responsible  
Investment Policy  
July 2019

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# 1 Introduction

## 1.1 Scope and purpose of policy

This policy covers the responsible investment (“RI”) approach for the Airways Pension Scheme (“APS”) and New Airways Pension Scheme (“NAPS”). They are collectively known as “the Schemes”.

This policy applies to all investments held by the Schemes.

The Trustee Directors of the Schemes (the “Trustee Boards”) believe the RI approach outlined in this policy is consistent with their fiduciary duty to the beneficiaries of the Schemes. It reflects an evolution of the Schemes’ existing RI approach in line with the Trustee Boards’ Mission Statement set out below.

Further information about the Schemes, including this policy and Statement of Investment Principles, can be found on the Schemes’ publicly accessible websites.

## 1.2 Overview of framework

The Schemes’ RI approach is based on the following framework:



# 2 Vision

## 2.1 Mission statement

*“Environmental (including climate change), social and governance (ESG) issues are multifaceted and represent long-term systemic risks.*

*We recognise that ESG risks are financially material and need to be managed as we have a long-term payment horizon. We therefore seek to integrate ESG considerations into our decision-making and reporting processes across all asset classes.*

*Where consistent with our fiduciary duties, and applicable to our investment strategy, we will actively engage and use our voting rights to drive up ESG standards in the organisations in which we invest.”*

There is strong support for RI amongst Trustee Directors but they recognise best practice will not happen immediately and the Schemes will need to continuously evolve their RI approach over time.

## 2.2 Affiliations with other organisations

BA Pensions is currently a signatory to CDP (formerly the Carbon Disclosure Project) and the Schemes' in-house asset manager, British Airways Pension Investment Management Limited, ("BAPIML") is a member of the International Corporate Governance Network and a signatory to the UK Stewardship Code.

Further information about the Schemes' affiliations with other organisations can be found on the Schemes' publicly accessible websites.

## 3 Governance

### 3.1 Role of the ESG Committee and responsibilities of different parties

The Trustee Boards have established the ESG Committee to make recommendations on the RI policy and strategy for the Schemes to the Main Board (which is comprised of both Trustee Boards).

The Trustee Boards have ultimate responsibility for setting their RI policies and strategies.

The ESG Committee is one of a number of other committees with delegated authority to make decisions on behalf of the Trustee Boards.

The ESG Committee also oversees the RI activities of in-house and any external asset managers appointed from time to time ("Asset Managers") who are responsible for implementing the Schemes' RI policy.

The Schemes' in-house asset manager, BAPIML, is supported by a team of responsible investment specialists (the "ESG team").

### 3.2 Frequency of policy review

Responsible investment is an area that is evolving rapidly. The ESG Committee will timetable an annual review of this policy through its Committee Calendar at least annually to help keep it relevant and up-to-date.

## 4 Integration

### 4.1 Responsibility of ESG integration in investment decision-making

Asset Managers are responsible for integrating ESG considerations into the investment decision-making process, with support from the ESG team and external advisors where appropriate.

### 4.2 Consideration of financially material ESG factors in investment decision-making

Wherever possible, and if applicable to the Scheme's investment strategy, Asset Managers integrate financially material ESG considerations into the investment decision-making processes across all asset classes.

ESG integration is defined by the [Principles for Responsible Investment](#) (PRI) as "the explicit and systematic inclusion of ESG issues in investment analysis and investment decisions."

ESG considerations are relevant at both a portfolio level (e.g. asset allocation, portfolio construction and risk management) and at asset level (e.g. security valuation).

ESG considerations are relevant throughout the entire investment life-cycle and will be factored alongside strategic decisions:

- selection e.g. due diligence before an investment is made;
- retention e.g. ongoing monitoring and stewardship activities; and
- realisation e.g. through decisions to divest on ESG grounds.

They are also relevant in the selection and monitoring of the Schemes' external asset managers and insurance policies.

In practice this means the types of activities Asset Managers aim to carry out include:

- analysing ESG information alongside financial information;
- identifying both material financial factors and material ESG factors;
- undertaking qualitative, and where appropriate quantitative, analysis of material ESG issues to inform investment decisions; and
- making investment decisions that include considerations of all material factors, including material ESG factors.

### 4.3 Approach across different asset classes

Asset Managers tailor the approach to ESG integration to each asset class, taking into account the nature and time horizon of the investment and materiality of different ESG factors.

## 4.4 Evidencing

Asset Managers are expected to provide evidence of consideration of material ESG factors at each stage of the investment life-cycle.

Asset Managers use a variety of RI tools and data sources to inform the investment decision-making process.

This includes both qualitative and quantitative information.

Tools and data sources used by Asset Managers are reviewed regularly for relevance and to keep them up-to-date.

As Asset Managers evolve their RI tools and capabilities, ESG considerations are expected to become more integrated over time.

## 4.5 Example ESG factors considered by the Schemes

Examples of ESG factors considered by the Schemes include, but are not limited to:

### Environmental

Climate change, including physical and transition risks  
Resource depletion, including water  
Waste and pollution  
Deforestation

### Social

Working conditions, including slavery and child labour  
Local communities, including indigenous communities  
Conflict  
Health and safety  
Employee relations and diversity

### Governance

Executive pay  
Bribery and corruption  
Political lobbying and donations  
Board diversity and structure  
Tax strategy  
Data and cyber security

## 5 Stewardship

### 5.1 Overall approach

Where consistent with the Trustee Directors' fiduciary duties, and applicable to the Schemes' investment strategies, Asset Managers will actively engage and use voting and other rights attached to the Schemes' investments to drive up ESG standards in the organisations in which the Schemes are invested.

The Schemes' stewardship activities are undertaken by Asset Managers, supported by the ESG team where appropriate.

### 5.2 Engagement

Asset Managers engage with investee companies to protect or enhance the value of the Schemes' assets by aiming to bring about a change to the investment's ESG practices and performance.

Asset Managers also engage with investee companies to build long-term relationships with management as part of their ongoing monitoring and scrutiny of the Schemes' assets.

Asset Managers may engage with investee companies in a number of ways depending on the purpose of the engagement and type of asset class, region or sector.

Examples of engagement activities undertaken by Asset Managers include written communication, private meetings with management and collective engagements with other investors e.g. investor roadshows.

Asset Managers may also engage with investee companies collaboratively with other investors if they believe this is the most effective way to bring about change.

Asset Managers keep records of each engagement, including material ESG issues raised, the management's response and actions agreed plus the outcome following each engagement.

### 5.3 Unsuccessful engagements

If an investee company fails to make progress within a reasonable amount of time after an Asset Manager has raised concerns about their ESG practices and performance, Asset Managers may escalate or increase their engagement activities.

The appropriate course of action will depend on the severity of the issue, potential impact on the investment's performance and likelihood of success.

Actions may include:

- holding additional meetings with management specifically to discuss concerns;
- expressing concerns through the investee company's advisers;

- meeting with the chairman or other board members;
- intervening jointly with other institutions on particular issues;
- making a public statement in advance of General Meetings (subject to any required prior approval by the ESGC);
- submitting resolutions and speaking at General Meetings; and
- calling a General Meeting, in some cases proposing to change board membership.

In extreme cases, if the issue is not resolved and/or is deemed detrimental to the investment's long-term performance, a decision to divest from the investment may be taken.

## 5.4 Voting

Asset Managers exercise voting and other rights attaching to the Schemes' investments at UK and overseas meetings on behalf of the Trustee Directors wherever practicable.

The Schemes' in-house asset manager, BAPIML, considers recommendations on voting activity from specialist service providers.

Asset Managers are able to follow an alternative form of action based on their informed view of the investment and knowledge of the issue.

## 6 Monitoring and reporting

### 6.1 Ongoing monitoring

Asset Managers proactively monitor investments on an ongoing basis to help them identify any situation where long-term risk-adjusted returns may be compromised by ESG issues, or that could place the reputation of the Schemes at risk.

### 6.2 External reporting

To keep members and other beneficiaries up-to-date on the Schemes' RI activities, the Schemes' annual voting and engagement reports are made available on the publicly accessible Schemes' websites.



## 7 Continuous improvement

### 7.1 Ongoing improvement

Trustee Directors (including members of the ESG Committee) and Asset Managers will embed a process to continuously learn from their practices and experiences in order to keep their approach to RI relevant and up-to-date. This includes regular reviews against peers to understand policies and practices being adopted by other pension schemes.

The Schemes' in-house asset manager, BAPIML, continues to build on and evolve its RI capabilities, processes and systems.

## 8 Closing statement

In applying the RI policy, all parties will adhere to the law and latest UK regulation.

The RI policy is a reflection of the approach taken by Trustee Directors of the Schemes and is not related to the views or approach of the Schemes' sponsor.

Adopted at a meeting of the Main Boards on 3 July 2019,