References and competences of the FNG since 2009
September 2019

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I. The Forum Sustainable Investment e.V. - Association Profile

Forum Nachhaltige Geldanlagen (FNG), founded in 2001, is the industry association promoting sustainable investment in Germany, Austria and Switzerland. It has over 194 corporate members, including banks, investment management companies, insurance companies, rating agencies, investment companies, asset managers, financial advisers and NGOs, and around 30 individual members, thus covering a wide range of players in the field of sustainable investments.

The FNG is an officially registered association, financed by two-thirds of membership fees and privately by or members or publicly funded projects. The statutory purpose of the association is to strengthen and promote the social, cultural and ecological aspects of society by influencing the economy changing the investment habits in terms of sustainability.

Our Aims

- To provide comprehensive and up-to-date information to the general public to investors and decision-makers in the realms of politics, business and academia.
- To increase awareness of sustainable investment in the financial sector and amongst the general public.
- To highlight the positive impact of sustainable investment on the direction of social and environmental change.
- To encourage networking between the relevant players.
- To take an active part in promoting the development, transparency and quality of sustainable financial products.
- To help shape the necessary political, legal and economic framework.

FNG dedicates itself ever since to the strengthening and promotion of the sustainable capital markets through:

Current Information: The FNG informs about current market developments, news from the sustainable financial industry, relevant publications and events and publishes the annual market report Sustainable Money Plants, Germany, Austria and Switzerland.

Structuring the political and legal framework: The FNG represents the interests of its members on national and European levels and informs about central political discussions. The FNG is the founding member of the European Roofing Association Eurosif.
Public relations work: FNG liaises continuously with the press and represents its members at the major trade fairs. It produces information materials, supplies press releases to the trade press, organises events and puts people in touch with experts from among its members.

Transparency and quality assurance: The FNG is steadily working on the development of quality standards for sustainable financial products. In cooperation with Eurosif, the FNG awards the transparency logo for sustainable funds since 2008. Since 2012, the FNG provides investors and consultants an additional service, introducing the Sustainability-Profil. In addition, the FNG is the initiator and publisher of the 2015 launched FNG seal for sustainable investment funds.
I. Selected Projects

CRed – Climate Reporting as Instrument for CO2-Reduction

*Contracting Authority:* Federal Ministry of Education and Research

*Project Partnership:* University of Düsseldorf, University of Hamburg, University of Kassel, WWF Germany and Radboud University (Nijmegen, Niederlande).

*Duration:* September 2018 until August 2021

As part of the disclosure of non-financial information, climate reporting is increasingly coming to the fore. Whether mandatory or voluntary reporting: The regulatory framework provides scope for the design of climate reports. Relevant information can be assessed differently using various evaluation methods and integrated into various formats, whether in the financial or management report. Although there is a need for information on corporate CO2 emissions from investors, the public and politicians, it is questionable whether and to what extent climate data actually lead to a significant rethinking of investors or managers. The goal of the project is to analyse the contribution of climate reporting to CO2 reductions and enable recommendations to policy makers, interest groups and companies to improve climate reporting and help implementing a carbon neutral economy.

[Link to Project](#)

Invest in a climate-friendly way. Municipal divestment and re-investment

*Contracting Authority:* The Federal Ministry for the Environment, Nature Conservation and Nuclear Safety

*Project Partnership:* adelphi, Klimabündnis, 350.org

*Duration:* Januar 2018 until Juni 2020

The project examines the divestment potential of German cities and sensitizes them to the subject of fossil fuel divestment. Divestment is an attempt to counter climate change through the exertion of social and political pressure for the institutional divestment. The project builds on three main focuses: (1) Probing the potential for communal divestment. (2) Enhancing and initiating constructive dialogues between pioneers, experts and other actors. (3) Actively supporting communities interested in divestment.

[Link to Project](#)

Professional training on Sustainable Investments

*Contracting Authority:* EU-Commission, Lifelong Learning Programme

*Project Partners:* Austrian Society for Environment and Technology – ÖGUT (AT), ECOeffekt (D), Ethix SRI Advisors (SE), Novethic (FR), Swiss Institute of Financial Training at the Kalaidos University of
Applied Science (CH), United Kingdom Sustainable Investment Forum – UKISF (GB), University of Ghent (BE).

Duration: December 2013 until December 2015 – ever since being offered

The projects aim was to establish an introductory training course for financial advisors that takes into account sustainability aspects (ESG-Criteria) and provides appropriate material. It addressed both, financial advisors with and without previous knowledge of sustainable investments and consists of various modules, taking into account Europe-wide harmonization and national specifics. The FNG was involved thought out the project and gave support on the all levels – from the development of the curricula until the communication of the projects results. The project is now successfully continued in a network between the Austrian Society for Environment and Technology - ÖGUT and the FNG for German-speaking countries. The training has been implemented in practice since 2015 and offered in Germany.

Link to Project

II. Completed (selected) Projects of the FNG

GreenUpInvest

Contracting Authority: German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety

Project Partners: Borderstep Institut, Bundesverband Deutsche Startups e.V. (BVDS), Business Angels Netzwerk Deutschland e.V. (BAND)

Duration: August 2015 until September 2018

Start-ups provide a disproportionately large share of the basic innovations in the transformation process to a green economy and are therefore of fundamental importance for the achievement of climate protection goals. However, they are confronted with special financing challenges, since investor’s expectations on the yield and timeframe of payoff deviate substantially. The objective of the GreenUpInvest project was to improve the financing conditions for promising green start-ups in Germany and to provide a sustainable emission reduction, in line with the goals of the federal government.

Link to Project

Results

Leitfaden zur Nachhaltigkeitsbewertung von Start-ups

Nachhaltigkeitsleitlinien für Beteiligungsprodukte und Finanzierungsinstrumente

Broschüre zu Finanzierungsmöglichkeiten grüner Start-ups
**Brief analysis „Green Economy – Research and status quo of sustainable finance**

*Contracting Authority:* German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety  
*Project Partner:* Eurosif  
*Duration:* April 2016 until October 2016

The project's goal was to obtain an overview of the sustainable finance sector, such as the relevant actors, formal and informal market-regulations, measures and political design needs, relevant and actual debates, discourses and initiatives as well as current state of research. The analysis was made to support Prof. Bernd Wagner’s sustainable capital markets research committee, which is part of the association “Nachhaltiges Wirtschaften” within the high-tech forum set up by the Federal Government, an innovation policy advisory body.

**Eurosif SRI-Study**

*Contracting Authority:* Eurosif (European Sustainable Investment Forum)  
*Operational periods:*  
- June until December 2018
- December 2015 until October 2016
- February until October 2014
- February until October 2012

Die Studie der europäischen SRI Study stellt im Zweijahrestakt umfangreiches Datenmaterial zum nachhaltigen und verantwortlichen Finanzmarkt in Europa bereit. Darüber hinaus enthält die Studie auch Informationen zu den rechtlichen und politischen Rahmenbedingungen der 13 teilnehmenden Länder. Das FNG hat die Daten für Deutschland, Österreich und die Schweiz erhoben und die entsprechenden Kapitel zur Studie beigesteuert.

**Survey of European asset owners on the integration of ESG criteria**

*Auftraggeber:* Novethic  
*Laufzeit:*  
- Juni bis Dezember 2015  
- Juni bis Dezember 2014  
- Juni bis Dezember 2013  
- Juni bis Dezember 2012  
- Mai bis Dezember 2011  
- April bis Dezember 2010

For the SRI-Study, FNG surveyed institutional investors with more than €1 billion of fixed assets. To cover the wide range of institutional investors, pension funds, severance payment funds and insurances in Germany, Austria and Switzerland. Furthermore, all PRI and PSI signatories were surveyed. The survey’s goal was, to get a deeper understanding of the usage of ESG-Criteria (environmental, social and good-governance) of European asset owners. The results were presented at the annual Novethic event (ESG-Strategies for Responsible Investors). Each survey has a specific focus on a relevant topic: 2015, the focus lied on climate. 2014, the question of interest was on the
implementation of ESG-strategies in the areas of infrastructure and real estate. 2013, the study shed light on bonds, passive management and real estate. 2012, the purpose of the study was to understand how investors define the actual application of ESG-criteria in the investments, if the motivation was related to their fiduciary duties and how they feel encouraged to take a long-term and responsible investment perspective. In 2011, attention was paid to the management of ESG-risks. Supply reserves and public utility funds were addressed in 2010.

Revision of the Eurosif-Transparency Codex Version 4.0.

Eurosif's European Transparency Code is the first pan-European transparency tool. It was unveiled in 2004 and revised and relaunched in 2018, as Version 4.0 in order to reflect the newest and decisive developments in the SRI-World. This included the newest guidelines for asset managers with the new requirements for their products. Currently, more than 250 funds obtained the transparency logo and the logo was applied to over 850 funds.

Link to Project

Transparency Code Certification Management System

Auftraggeber: Eurosif

Laufzeit: Mai bis Dezember 2012

Tracing its roots to the European Transparency Guidelines unveiled in 2004, the European SRI Transparency Code, first launched in May 2008, primarily aims at increasing accountability and clarity of SRI practices for European investors. The code was launched and developed by the Eurosif in close cooperation with the FNG. A Manual for auditing, the organizational structures, and the convocation of an advisory board as well as an accreditation procedure for auditors was established.

III. Selected FNG-intern Projects

Sustainable Investment Market Report

Since 2005, the FNG publishes the Sustainable Market Report for Germany, Austria and Switzerland. The data collection, the statistical evaluation, the content preparation and publicity is done by the FNG. To encompass the changes and developments on the sustainable market, the methodology is continuously updated. The study is a reference work in the field of sustainable investment markets. The yearly publication appears to be a key event in the industry and the report itself has been much cited. The study takes into account the key players and reports their managed assets. It includes sustainable funds and mandates and sheds light on the institutional investors – the drivers of the sustainable investment markets. Special banks with sustainability focus have been included since 2011. Since the climate summit in Paris, we focus on climate-change-related topics – the main topic of 2016's report. Real estate funds are addressed since 2019. Consequently, recent trends are taken into account and current developments illustrated through additional information and best practice examples. Due to the growing interest in alternative sustainable investment strategies, the study shed light on proxy-voting and engagement in 2015’s report. Climate change and human rights have been discussed intensively in 2016.
Active partnerships with traditional financial associations or other sustainable finance initiatives are also being sought in order to implement insights and surveys such as BVI, PRI and Green Bond Initiative. In 2018, a major change in methodology was made: FNG distinguishes between sustainable investments (SI) and responsible investments (RI) in order to illustrate the growing trend of incorporating sustainability criteria on institutional level. Sustainable investments define sustainability criteria and strategies at product level, whereas for responsible investments, sustainability criteria and strategies are defined at corporate/institutional level. The report 2019 focuses on the EU-Action Plan and outlines the extent to which the adopted and expected measures are likely to impact either sustainable or responsible investments.

Marktübericht Nachhaltige Geldanlagen

Guideline: Sustainable Investments for Institutional Investors - An Entry Guide

Publication: September 2017

The FNG has published a handbook for institutional investors, providing background material on the market developments, shedding light on the opportunities, and introducing into sustainable investment strategies. It also includes a checklist: 7 steps from idea to implementation. In early autumn of 2019, the guideline will be re-elaborated and published in order include regulatory changes and new trends.

Link to Guidelines

FNG seal for sustainable investment funds

Duration: 2012 bis 2015

The FNG seal for sustainable investment funds was developed together with financial experts and civil society actors by the FNG in a three-year stakeholder process. The seal was introduced in order to reduce information asymmetries, rise confidence in sustainable financial products and to minimize the opportunity costs for customers that are interested in sustainable investment funds. The methodology of the FNG seal is a tiered model based on a minimum standard. It incorporates key reporting and transparency standards such as the UN Global Compact or Eurosif’s transparency code. Further, it includes exclusion criteria such as nuclear energy, weapons and arms, takes into account product standards as well as institutional credibility as well as implemented engagement strategies. The seal is processed by the GNG GmbH, a subsidiary of the FNG.

The auditor of the FNG seal is the University of Hamburg. The review process is also accompanied by an independent committee with interdisciplinary expertise. The chair „Management and Sustainability“ with the committee are also responsible for the constant development of the FNG-seal methodology.


FNG matrix and FNG sustainability profiles

Due to constant demand by the financial advisor members of the FNG, the FNG matrix and sustainability profiles have been developed in order to give guidance on the selection of sustainable investment funds. Both tools help investors and financial advisors to get a brief and compact overview of the investment strategies and key data underlying each fund. The FNG matrix can be understood as a database, which contains information about sustainable funds. The matrix filters different products according to the preferences about different criteria and strategies and allows for comparison between funds. Based on the FNG-matrix, each fund has an underlying “Sustainability Profile” consisting of two pages that illustrate the data in a compressed manner. The matrix currently contains 295 funds. In 2019, a new revision of the methodology takes place.

**FNG-Matrix**

**IV. Selected Political Activities (2017- September 2019)**

- Public letter on the taxonomy for sustainable economic activities under the EU Sustainable Finance Action Plan – August 2019
- FNG-statement on the taxonomy for sustainable economic activities – August 2019
- Sustainable Finance Advisory Board: represented by Angela McClellan – June 2019
- FNG-electoral-touchstone: National Council Election in Switzerland– August 2019
- FNG-electoral-touchstone: European Election in Austria (in cooperation with ÖGUT) and Germany – May 2019
- Joint public letter on the EU consultation on the integration of sustainability risks and factors into MiFID – February 2019

**2018**

- FNG-electoral-touchstone: state election Hessen– October 2018
- FNG-electoral-touchstone: state election Bavaria – October 2018
- Economic Advisory Council of the “Greens” in the Bundestag – represented by Claudia Tober
- Joint public letter on the legislative proposal concerning EU-Action-Plan Financing Sustainable Growth– September 2018
- FNG-position-statement on the legislative proposal (EU-Action-Plan) on sustainability duties of institutional investors and asset managers– August 2018
- FNG-position-statement on the legislative proposal (EU-Action-Plan) on the establishment of a framework to facilitate sustainable investment – August 2018
- FNG-position-statement on the legislative proposal (EU-Action-Plan) on benchmarks for low-carbon investments – August 2018
- FNG-position-statement on the legislative proposal (EU-Action-Plan) for the integration of ESG criteria into customer service for financial service providers and insurance companies – June 2018
- FNG-analysis/ position on the EU-Action-Plan Sustainable Finance – March 2018
- FNG-statement on the final report of the High Level Expert Group on Sustainable Finance – January 2018

2017
- FNG-electoral-touchstone: Bundestagswahl Deutschland (German Federal Elections) – September 2017
- FNG-electoral-touchstone: Parliamentary Elections Austria – September 2017
- Suggestions of the FNG to the H4SF – September 2017
- Positions of the FNG on the open poll of HLEG on Sustainable Finance – September 2017

V. Ausgewählte Veröffentlichungen

2019:
- Market Report Sustainable Investments 2019 – Germany, Austria and Switzerland

2018:
- Market Report Sustainable Investments 2018 – Germany, Austria and Switzerland
- Sustainability Guidelines for Equity Products and Financial Instruments
- Guidelines for the sustainability assessment of start-ups

2017:
- Sustainable investments for institutional investors
- Market Report Sustainable Investments 2017 – Germany, Austria and Switzerland

2016
- Market Report Sustainable Investments 2016 – Germany, Austria and Switzerland
- Brief analysis on the topic of the Green Economy - research on the current state of sustainable finance

2015
- Market Report Sustainable Investments 2015 – Germany, Austria and Switzerland

2014
- Market Report Sustainable Investments 2014 – Germany, Austria and Switzerland
2013
- Market Report Sustainable Investments 2013 – Germany, Austria and Switzerland
- What are sustainable investments? A short introduction for private investors
- Guide for Private Investors: 5 Steps to Sustainable Investment

2012
- Market Report Sustainable Investments 2012 – Germany, Austria and Switzerland
- FNG-Schweiz Performancereport 2012
- Sustainable Investments in Switzerland 2011

2011
- Market Report Sustainable Investments 2011 – Germany, Austria and Switzerland
- Sustainable Investments in Switzerland 2011
- Information brochure: Sustainable investments - an overview for institutional investors
- Festschrift zehn Jahre FNG

2010
- Market Report Sustainable Investments 2010 – Germany, Austria and Switzerland

VI. Chosen Events (2016- September 2019)

2019
- Fachkonferenz Klimafreundlich investieren. Kommunales Divestment und Re-Investment, September 2019, Frankfurt
- Stakeholder-Dialog CRed: Klimaberichterstattung als Instrument zur CO2-Reduktion, August 2019, Frankfurt

2018
- FNG Dialog – Nachhaltige Kapitalanlagen aus Arbeitnehmerperspektive, February 2018, Frankfurt am Main
2017

- VÖIG NACHHALTIGKEITSTAG – EU-High-Level Expert Group on Sustainable Finance, November 2017, Wien
- EU-High-Level Expert Group on Sustainable Finance – Implikationen für die deutsche Finanzwirtschaft, November 2017, Berlin
- FNG-Dialog zur Rolle der Politik als Wegbereiter für nachhaltige Finanzierungen in Europa und der Schweiz, November 2017, Zürich
- Was drauf steht ist auch drin? Die Nachhaltigkeit von Anlagefonds unter der Lupe, June 2017, Frankfurt am Main
- FNG-Dialog und Veröffentlichung Marktbericht Nachhaltige Geldanlagen 2017, June 2017, Berlin
- GreenUpInvest Workshop. „Entwicklung von Kriterien und Indikatoren für Investoren für die Nachhaltigkeitsbewertung von Start-ups“, April, 2017

2016

- Veröffentlichung des Berichtes Sustainable Investments in Switzerland 2016, May 2016, Zürich

VII. Competences and CVs

Claudia Tober

Claudia Tober has been managing director of the FNG since March 2009. From 2011 to 2015, she was also Vice President of the European organization Eurosif. Among other things, she contributed to the definition of sustainable investments at the European level in the Task Force, which led to a readjustment of the European Sustainable Investment Market Report. Through her work as managing director and her many years of experience in politics and the association, she has a board network to decision-makers from politics, industry and economy. She supervises the annual report on sustainable investment markets in Germany, Austria and Switzerland and is involved in the methodical development of FNG-tools as the “Sustainability Profiles” and the Transparency Code. Further, she has initiated a series of information materials like position papers and political concepts for sustainable investments. She has also played a key role in the development of the FNG Seal for sustainable investments, which has been launched in 2015. She is politically active in various advisory councils like the Economic Council of the “Green Parliamentary Group” or in the “Initiative Wandelbewegung”
Before joining the FNG, Claudia Tober was working as an advisor to various members of the German Bundestag, in the area of finance, recently for the former fiscal spokesman of Bündnis 90 / Die Grünen, Dr. Gerhard Schick, where she was responsible for sustainable investment and consumer protection. During her time as an advisor, she accompanied a series of legislative proposals and initiatives. She prepared position-papers, policy background material, political speeches, and comments for legislative drafts, among other things.

Prior to her time as an advisor, Claudia Tober was responsible for the Transport Systems Technology Research Association - an organization of the Technology Foundation, the Berlin Senate Department and the Technical University of Berlin - and actively supported various EU projects (fundraising and project management and implementation) as well as economic development measures for the development of the Competence Network Traffic Systems Technology and Sustainable Mobility.

Claudia Tober is a graduate economist specializing in environmental economics and politics.

Angela McClellan

Angela McClellan has been Managing Director of FNG since June 2018. She is in charge of the politics-related work (writing position-papers or opinions on the EU-Action-Plan, Eurosif) and takes care of networking with stakeholders from politics, science, business and the civil society. Angela McClellan is a member of the Sustainable Finance Advisory Council of the Federal Government and co-chair of “AG Endkunden” – working group end customer. In addition to press and public relations, she is also responsible for the project "Climate-friendly Investing - Municipal Divestment and Re-Investment" and "Continuing Education for Sustainable Investments”. She is also a sought-after speaker on national and international SRI-events and conferences and author of numerous articles in the field of sustainable investments and CSR. Previously, Angela McClellan joined Transparency International in 2006, working in the areas of corporate social responsibility and anti-corruption in the economy, as well as anti-money laundering and banking integrity. As a senior advisor of the Business Integrity team, she was responsible for the international communication-strategy for the project: „Collective Action for Clean Business“. She was in charge of writing position papers and was entrusted with representation for international forums and congresses (e.g. UN Global Compact and WEF Partnering against Corruption Initiative (PACI)). As Policy Lead for Anti-Money Laundering and Financial Sector Reform, she headed the international working group on illegal financial flows, where she developed strategies and built a strong network. As the founder and director of the international G20 working group, she accompanied the G20 financial market reform processes with the goal of implementing robust anti-corruption policies. In her early career, she worked as a project assistant for InWEnt Capacity Building International (now GIZ). She holds a Diploma in Political Science (Free University Berlin) and an executive master of business administration from the European School for Management and Technology.

Simon Dittrich

Simon Dittrich has been working for the Forum Nachhaltige Geldanlagen (FNG) since 2011. As project manager, Simon Dittrich implements central FNG projects. An important project under his leadership is the annual study Market Report Sustainable Investments, in which he is also responsible for the methodological further development. Simon Dittrich was also involved in the development of the
FNG Sustainability Profiles and the associated database FNG-Matrix. In addition to maintaining these, he is also responsible for awarding the transparency logo for sustainable public funds. He is active in the Kommunales Divestment und Re-Investment project, which advises municipalities on their divestment and investment strategy. In addition, Simon Dittrich is responsible for all internal club procedures and for the organisation of the numerous FNG events. He has also been involved in the three-year development process of the Sustainable Investment Fund Quality Label and has extensive knowledge of sustainable financial markets, developments and market standards.

Already during his studies Simon Dittrich supported the FNG and contributed his expertise in environmental and project management, organisational skills and technical know-how to the FNG office. He has nine years of experience in the field of sustainable investments. Simon Dittrich is a political scientist and studied at the Otto Suhr Institute of the Free University of Berlin. His diploma thesis is on municipal utilities and environmentally friendly energy generation: A quantitative study on the environmentally friendly generation of electricity by municipal utilities in major German cities.

Raschid Masri has been working for the Forum Nachhaltige Geldanlagen (FNG) since 2015. As project manager, he supervised the GreenUpInvest project. In this project, obstacles and potentials in the financing of green start-ups, the development of criteria and indicators for investors for the sustainability assessment of start-ups and the development of novel investment and financing instruments for start-ups in the Green Economy were researched. He is also responsible for reviewing the transparency codes and awarding the transparency logo to sustainable mutual funds. Furthermore he is also active in the climate reporting research project, which examines the relevance of the design of climate reporting to concrete CO2 savings. Since 2016, Raschid Masri has also been responsible for the Gesellschaft für Qualitätssicherung Nachhaltiger Geldanlagen (GNG mbH) - a wholly-owned subsidiary of FNG e.V. - as project manager for the FNG label for sustainable investment funds. He brings with him a thorough analytical and practical approach, in particular with his previous knowledge and educational backgrounds, which are particularly valuable in the analysis and transfer to in-house practices of the financial industry.

During his apprenticeship as an investment fund professional at a major German asset manager, he acquired extensive knowledge of securities and investment funds. He then completed his studies in business administration with a thesis on performance differences between selected sustainable investment funds and conventional investment funds in German-speaking countries.

Anne-Marie Gloger has been working at the FNG - Forum Nachhaltige Geldanlagen e.V. since the beginning of 2018. As a project manager, she is responsible for the project “Climate Friendly Investing - Municipal Divestment and Re-Investment”. Hereby, FNG created a web tutorial and organized a conference in September 2019. In addition, the FNG is in lead to set up an expert pool to associate interested divestment cities with financial experts.

Furthermore, Ms. Gloger is active in politics and communication. This includes newsletters, media releases, media partners, policy statements, policy monitoring at national, EU and international
levels, as well as networking with policy makers and other stakeholders. She is also involved in the preparation of the annual market statistics.

Through her master's degree in European studies with a focus on politics and economics, as well as previous internships in associations, she is familiar with political decision-making processes at federal and EU level. She gained experience in public affairs at the Allianz Representative Office in Berlin, where she worked on statements and position papers and was in charge of organizing network meetings and political events.

**Naciye Atalay**

Since May 2019, Naciye Atalay is supporting the FNG office and, as a project manager, is supervising the CRed project "Climate Reporting as an Instrument for CO2 Reduction". As part of the project, she conducts in-depth interviews with experts from the financial sector as well as with company representatives and is entrusted with the organization of stakeholder dialogues. It also participates in the transparency standards and sustainability profiles. She is also involved in the preparation of the annual FNG market report. Ms. Atalay holds a master's degree in economics from Humboldt University Berlin and has a sound knowledge of quantitative methodology. In addition, she gained a comprehensive understanding of financial market theory through her studies. She gained work experience in both the private and social sectors. Due to her interest in socio-political issues, she completed an internship at a foundation in Argentina. She was able to use her expertise and analytical skills to provide conceptual support and organize professional events.