

Engagement in Asia: challenges, opportunities and investor implications



Asia at the centre stage of sustainable transition and growth

The Asia Pacific region, projected to account for 45.8% of the world's GDP in 2024¹, is a central player in global economics and sustainability. This region is attractive for global investors not only in terms of potential financial growth but also for driving the sustainability aspect of their investments.

Despite increases in corporate sustainability reporting, carbon reduction targets and adoption of SDGs², as well as ESG regulations across the region, key challenges such as data availability and quality, corporate behaviour, and access to boards and management persist.

With the critical role that Asia plays in the global supply chain and its significant greenhouse gases emissions, the magnitude of any positive change through responsible investment and active stewardship should not be underestimated.



How stewardship adds value

Driving Company Enhancements

Getting more in-depth insights into risks and opportunities that a company faces is a key driver behind engagement efforts, especially in the Asian market which traditionally lacks transparency. This greater insight allows investors to provide feedback to companies on their strategies that capitalise on market opportunities and mitigate risks, such as enhancing operational efficiencies, adopting better technologies or developing more effective business processes. This in turn can help companies gain a competitive edge over its peers, thus improving value for investors.

Enhanced Risk Management

Assessing and addressing ESG risks are increasingly recognised as crucial to a company's financial health. One example is a meta-study conducted by NYU Stern, which finds a positive relationship between ESG and corporate financial performance³. By engaging with companies and sharing industry best practices, these organisations are better equipped to anticipate, adapt to, and manage current and emerging ESG risks effectively. Consequently, they are well-positioned to protect investor value and avoid potential losses and liabilities, such as costs from regulatory penalties, reputational damage, and operational disruptions.

Long-term Value Creation

Our engagement aims to promote sustainable practices and improve transparency and disclosure amongst investee companies, which are increasingly seen as drivers of long-term value creation. With more responsible business practices, they are more likely to improve resilience, build trust with stakeholders and safeguard their license to operate. Companies seen as sustainable may also be rewarded with lower borrowing costs and higher valuation⁴

1. IMF data as of October 2024 : <https://www.imf.org/external/datamapper/profile/APQ>

2. KPMG Survey of Sustainability Reporting 2024: <https://assets.kpmg.com/content/dam/kpmg/sg/pdf/2024/11/the-move-to-mandatory-reporting-report.pdf>

3. ESG and Financial Performance: https://www.stern.nyu.edu/sites/default/files/assets/documents/NYU-RAM_ESG-Paper_2021%20Rev_0.pdf

4. [Does a company's ESG score have a measurable impact on its market value?](#) | Deloitte Switzerland

Accountability

Stewardship allows investors to hold company boards accountable for delivering long-term sustainable growth for shareholders, as it provides a channel for investors to share insights, recommendations and expectations. The two-way dialogue is particularly helpful in markets where standards for environmental protection, social security and shareholder rights are often lower than global norms and investor expectations.

Our integrated approach to engagement and voting activities, which are carried out by the stewardship team in collaboration with the investment teams, ensures that insights and learnings contribute to investment teams' fundamental views and sentiment of a company, supporting their investment decisions. By setting SMART (specific, measurable, achievable, relevant and time-bound) objectives and tracking their milestones systematically, we have been better equipped at measuring the progress and impact of our company engagements.



On-the-ground insights from Asia

Our strong heritage in Asia and locally-based investment and engagement specialists work closely with our global teams. This global-local blend offers us a unique lens to understand the cultural nuances in this diverse market and adapt our engagement approach accordingly.

In general, we carry out our stewardship activities at three levels – firmwide, fund-driven and system-level – each complementing one another. The common objective behind these stewardship efforts is to deliver long-term value to our investors through promoting resilient growth and improving transparency and disclosure amongst investee companies.

Firmwide stewardship



Corporate engagement and proxy voting across our client portfolios.

Supports sustainability objectives for selected client portfolios in our sustainable strategies.



Fund-driven stewardship

System stewardship



Aims to address market-wide and system-level ESG risks and opportunities that may not be addressed by company-level stewardship activities, and to inspire wider system change by engaging with regulators, policymakers, ESG data providers, standard setters and so on.



Case Study: The Importance of System-Level Engagement

Engaging at the market or system level is important as we observe that regulations, listing rules and ESG ratings often being the key drivers for corporate behaviour and disclosures. Asia is no exception. System-level interventions can therefore help to address challenges such as the compliance mindset, or companies taking advantage of environmental externalities or lax social safeguards. Regulatory regimes that are more supportive of responsible investing will provide motivation on top of clearer guidance to corporates to embark on the journey of transition.

In a recent engagement with an Asian oil and gas major, they explained their readiness to adopt scope 3 disclosures but cited the lack of regulatory guidelines or industry standards as a challenge. This provides further testament to our ongoing efforts to engage with regulators and standard setters over the past years, either directly or in collaboration with industry associations, to encourage the adoption and implementation of ISSB standards - IFRS S1 and S2 - as a priority.

Investment implications

Beyond merely raising the bar for sustainability disclosure standards, our system-level engagement also targets challenges that significantly affect our clients' investments. These include transition planning, corporate governance codes, and the enhancement of human rights data and assessments. Through these engagement efforts, we aim to foster a more sustainable investment environment and reduce investment risk in the local market.



Case Study: The importance of building and maintaining a constructive relationship

Access to key company individuals is often pivotal for achieving engagement goals and securing positive outcomes for investors. However, gaining management access in many Asian corporates can be challenging. It typically requires time to build sufficient trust to effect change in corporate behaviour, underscoring our view of engagement as a multi-year process. Having investment and Responsible Investment specialists working on-the-ground is key to relationship building with local stakeholders, which has helped us maintain a close relationship with the investees over the years.

As an example, we initially had little traction with a state-owned enterprise (SOE), a segment of the market that has historically been challenging to engage with given their need to be closely aligned to national policy. We invested time to build relationship with the local company contact, first meeting them through conferences and industry events, then taking the opportunity to meet with company leadership during their non-deal roadshow. In time, these efforts led to more in-depth one-on-one engagement where we were able to share the investor perspective and expectations candidly.

Investment implications

The insights acquired through engagement painted a much richer picture of the company's net-zero journey, contributing to our proprietary net-zero assessment and enhancing our confidence in the company's strategic direction.



Success can sometimes be measured beyond immediate engagement objectives, when an investee company sees the investor as a trusted knowledge partner and proactively seek our recommendations. As examples, we were heartened to be invited to explain our expectations on the ethics and governance of artificial intelligence at an internal staff webinar for a Chinese technology company, as well as being asked to share industry best practices on human rights grievance handling to another tech hardware company. These are positive signals of the companies' commitments to managing the material issues and are highlighted in our engagement trend assessments.



Conclusions

Asia's rapid economic growth coupled with pressing sustainability concerns create unique challenges and opportunities for investment stewardship. We believe that global generational issues such as climate change and just transition will continue to take centre stage in Asia's sustainability agenda, while there will be increasing attention on social issues such as human rights and responsible technology. Asset owners and managers will need to navigate these to protect and enhance the value of their long-term investments. Investors have the opportunity to play an amplified role given the diverse socioeconomic and cultural contexts across the region, and the absence of regulatory guidance in many of the jurisdictions. With our strong heritage and local presence in Asia, HSBC Asset Management is well positioned to help investors navigate this market on their journey to net-zero.

For further details of our engagement and voting approach, please visit [Stewardship - Institutional Investor](#) and [UK Stewardship Code Signatories](#).





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