

IMPACT REPORT 2025

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WHO WE ARE



Launched at the 2018 G7, the Investor Leadership Network (ILN) is a highly curated, CEO-led coalition of the world's leading institutional investors dedicated to accelerating the transition to a sustainable and inclusive global economy. Bringing together 12 globally influential investors from six countries and representing more than US\$10 trillion in assets under management, the ILN harnesses focused collaboration, shared leadership, and evidence-based action rooted in fiduciary stewardship to advance meaningful outcomes for people, the planet, and long-term prosperity.



The Network operates as a collaborative platform where members pool expertise, capital perspectives, and institutional influence to address systemic challenges that sit at the intersection of markets, policy, and society. ILN initiatives focus on areas where collective investor action can unlock scale, including climate and nature risk, private capital mobilization for resilient infrastructure, and talent and culture challenges shaping the future of the investment industry.



ILN's work is evidence-based, outcome-oriented, and designed to be practical for large asset owners and managers operating in complex global environments. Initiatives are developed through member-led committees and supported by targeted external expertise, ensuring relevance to real-world investment decision-making and implementation.

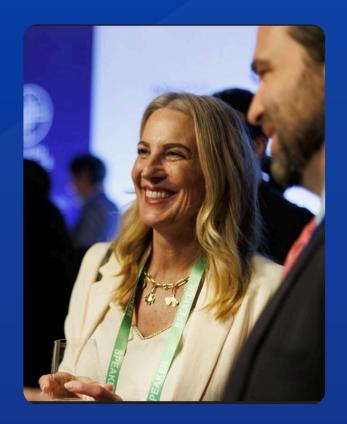


The Network is coordinated by a central Secretariat that supports priorities set by member CEOs and enables collaboration and execution across ILN's workstreams. Strategic direction and oversight are provided by ILN's leadership and Board, while initiatives are advanced through active participation from member institutions, engaging senior executives and subject-matter experts through member-led committees. This structure allows ILN to remain focused, agile, and independent, while maintaining strong partnerships with governments, foundations, multilateral institutions, and peer organizations.



FROM OUR CEO FOREWORD





As we reflect on 2025, it is clear that this was a defining year for the Investor Leadership Network. ILN has moved firmly into a phase of scale and professionalization, building on the foundations laid since our launch at the 2018 G7. What distinguishes this moment is not just the breadth of our activity, but the clarity of our purpose and the discipline with which our members are choosing to work together.

In a year marked by geopolitical tension, policy uncertainty, and growing scrutiny of sustainable finance, ILN continued to provide something increasingly rare: a trusted, global forum where senior investment leaders can engage candidly, learn from one another, and focus on practical action. Our strength lies in collaboration across regions and market contexts, with a consistent focus on fiduciary responsibility and practical investment decision-making.

Across ILN's three core priorities – Climate Change, Public–Private Partnerships, and Talent & Culture for the Future – members concentrated on areas where shared learning could most directly inform investment practice. Climate work remained anchored in physical risk, with members engaging on methodologies, valuation impacts, data tools, and corporate engagement, while beginning to explore how AI is influencing climate modeling, risk assessment, and decision–making. In Public–Private Partnerships, the focus centered on practical collaboration between investors and public institutions, with work advancing on natural capital, resilient infrastructure, and real–world partnership models that shape enabling environments across markets. In Talent & Culture, discussions moved beyond diagnosis toward implementation, with members focusing on leadership pipelines, retention, and workforce readiness as AI–driven change increasingly affects organizational design, governance, and long-term talent strategy. Across these priorities, a dedicated Communications Committee supported shared understanding, internal coordination, and clear articulation of ILN's work across the Network.

The importance of ILN's signature convenings was also reinforced in 2025. Gatherings such as the Women in Investment Forum in London, the AI Assembly in Toronto, and investor-focused programming around COP30 in Brazil provided space for candid exchange among senior leaders. These moments helped translate global developments into practical insight and highlighted one of ILN's defining strengths: the ability to bring diverse geographic perspectives into the same conversation.

Partnerships continued to play an important role in strengthening ILN's work. Collaborations with foundations, research institutions, and global platforms supported the Network's ability to connect public and private capital while remaining firmly investor-led. Over time, these relationships have helped reinforce ILN's credibility and its focus on practical, system-level solutions.

Looking ahead, the direction from our members is clear. ILN will remain focused, global in perspective, and selective in its growth. Al will increasingly shape all areas of our work – not as a standalone topic, but as a factor influencing everything we do, from assessing climate risk, infrastructure, talent to investment processes. Signature convenings and engagement on global platforms will continue to anchor the Network, alongside a commitment to remaining a small, highly curated platform built on trust, learning, and long-term sustainable growth.

I am grateful to our members, Board, partners, and Secretariat for their leadership and engagement throughout 2025. This report reflects not only what ILN has delivered, but how its members are choosing to lead in a changing global investment environment. I look forward to continuing this work together in the year ahead.

AMY HEPBURN
CHIEF EXECUTIVE OFFICER

Amy Neppugn

OUR MEMBERS





12 GLOBAL MEMBERS

6 COUNTRIES

\$10T AUM REPRESENTED

ILN's members collectively manage trillions of dollars on behalf of current and future beneficiaries across different geographies, mandates, and regulatory environments. What unites them is not a single investment approach, but a shared commitment to long-term value creation and responsible stewardship through periods of economic transition.

Representing twelve leading institutional investors across six countries and more than US\$10 trillion in assets under management, the Network reflects a diversity of perspectives on how capital responds to changing market conditions. Members move at different paces and pursue different strategies, shaped by local context and portfolio needs. This diversity is a core strength of ILN's model.

Through collaboration across Climate Change, Public-Private Partnerships, and Talent & Culture for the Future, members use ILN to exchange insights, develop practical tools, and learn from one another's experience. The Network does not prescribe outcomes, but creates space for informed judgment, adaptation, and disciplined decision-making grounded in fiduciary responsibility.



FIVE YEARS OF BUILDING AN INVESTOR-LED PLATFORM FOR IMPACT

Over the past five years, the Investor Leadership
Network has taken deliberate action to build a
credible, global platform that delivers practical value
for its members. What began as a member-led
initiative has evolved into a trusted convening and
knowledge partner for institutional investors
navigating long-term systemic challenges.



Early Foundations

Incubation and Experimentation

In its earliest phase, ILN operated as a member-driven initiative focused on tactical collaboration rather than long-term structure. The emphasis was on experimentation – testing ideas, responding to immediate needs, and learning what types of collaboration resonated most with institutional investors operating across different markets and mandates.

2020

Laying the Groundwork

In 2020, ILN entered a seed-stage period marked by foundational decisions. With new leadership and a clearer operating model, ILN began to define its strategic direction. Early prototypes emerged across inclusion, climate risk, and infrastructure, even as the organization rapidly adapted to a fully virtual model in response to the COVID-19 pandemic. A lean, flexible Secretariat was established to support global collaboration at scale.

2021-2022

Breakthroughs and Global Presence

The following two years marked a turning point. ILN launched its first signature products, including work on inclusion metrics, physical climate risk, and blended finance. The Network stepped onto the global stage through participation in COP26, the G7, and the G20, reinforcing its role as a constructive investor voice in policy-adjacent conversations. Membership expanded into new geographies, including the Nordics and South Africa, strengthening ILN's global perspective.

2023-2024

Establishing Credibility

By 2023 and 2024, ILN had established itself as a credible and sought-after partner. High-level convenings in Bellagio and Paris, in partnership with the Rockefeller Foundation, underscored ILN's ability to bring investors, policymakers, and philanthropic actors together around practical solutions. The Network announced joint work with the U.S. Treasury at the G20 and refreshed its strategy to focus on near-term tools that support long-term value creation. Backing from major foundations, including Rockefeller and Gates, enabled ILN to expand its work, increase visibility, and pivot when necessary in response to a rapidly changing external environment.

2025

Scaling and Professionalizing

In 2025, ILN entered a phase of scaling. The Network is now recognized as a leading private investor voice and a partner of choice for global organizations across finance, policy, and civil society. A strengthened Secretariat, more engaged advisory committees, and a sustainable funding model have enabled ILN to deliver practical frameworks and tools that align with fiduciary responsibility. The focus is no longer on proving relevance, but on deepening impact, strengthening execution, and supporting members as they confront complex global risks and opportunities.



HOWILN DRIVES VALUE FOR MEMBERS

The Investor Leadership Network is designed to help senior institutional investors navigate complexity, not by imposing a single model, but by creating the conditions for learning, collaboration, and informed action. ILN's value lies in how it convenes leaders, curates insight, and connects global experience across markets and regions. We do this through four reinforcing pillars.



Thought Leadership

ILN serves as a curated learning platform that gives members direct access to world-class expertise across our priority themes. Through expert briefings, closed-door discussions, and deep-dive sessions, members gain practical insight into emerging risks, regulatory shifts, investment strategies, and technological change. The focus is not on theory for its own sake, but on translating knowledge into tools and perspectives that members can apply directly within their own institutions.



Partnerships

ILN works with best-in-class research institutions, foundations, policymakers, and global partners to codevelop cutting-edge knowledge and practical frameworks. These partnerships enable data-driven analysis and applied research that would be difficult for any single organization to produce alone. By leveraging collective expertise, ILN helps members access a trusted ecosystem committed to innovation, credibility, and solutions that can scale.



Best-Practice Sharing

At the core of ILN is peer-to-peer learning among a deliberately curated group of institutional leaders. Members share successes, challenges, and lessons learned in a trusted environment, allowing ideas to be tested, refined, and adapted across different institutional contexts. This emphasis on best-practice sharing accelerates organizational learning, strengthens professional relationships, and reinforces ILN's role as a safe space for candid exchange during periods of political, economic, and technological uncertainty.



Global Perspective

A defining strength of ILN is its global composition. Members bring perspectives shaped by different regulatory environments, political contexts, market structures, and stages of economic development. This geographic diversity enriches every conversation, allowing investors to pressure-test assumptions, identify blind spots, and understand how global trends play out differently across regions. ILN's global perspective helps members move beyond nationally siloed views and engage with challenges – such as climate risk, public-private partnerships, and talent transformation – as truly global investment issues.





ARTIFICIAL INTELLIGENCE AS A CROSS-CUTTING UTILITY

Rather than treating artificial intelligence as a standalone topic, ILN integrates AI across all areas of its work as part of its broader mandate to track, interpret, and respond to structural shifts shaping long-term investment outcomes. Al is understood as a foundational utility that reshapes how investors:



Assess Risk



Deploy Capital



Manage **Organizations**



Engage with Policy

ILN's role is to help members learn together, share early lessons, and apply AI thoughtfully within each priority area, recognizing that adoption paths will differ across institutions.

Public, Private Partnerships (P3)



Climate Change **Advisory** Committee



Talent & Culture for the Future





Signature Convenings

AI UTILITY

Unlock scalable, marketaligned solutions by pairing investor capital with government commitment to accelerate economic growth and transition in emerging and developed markets.

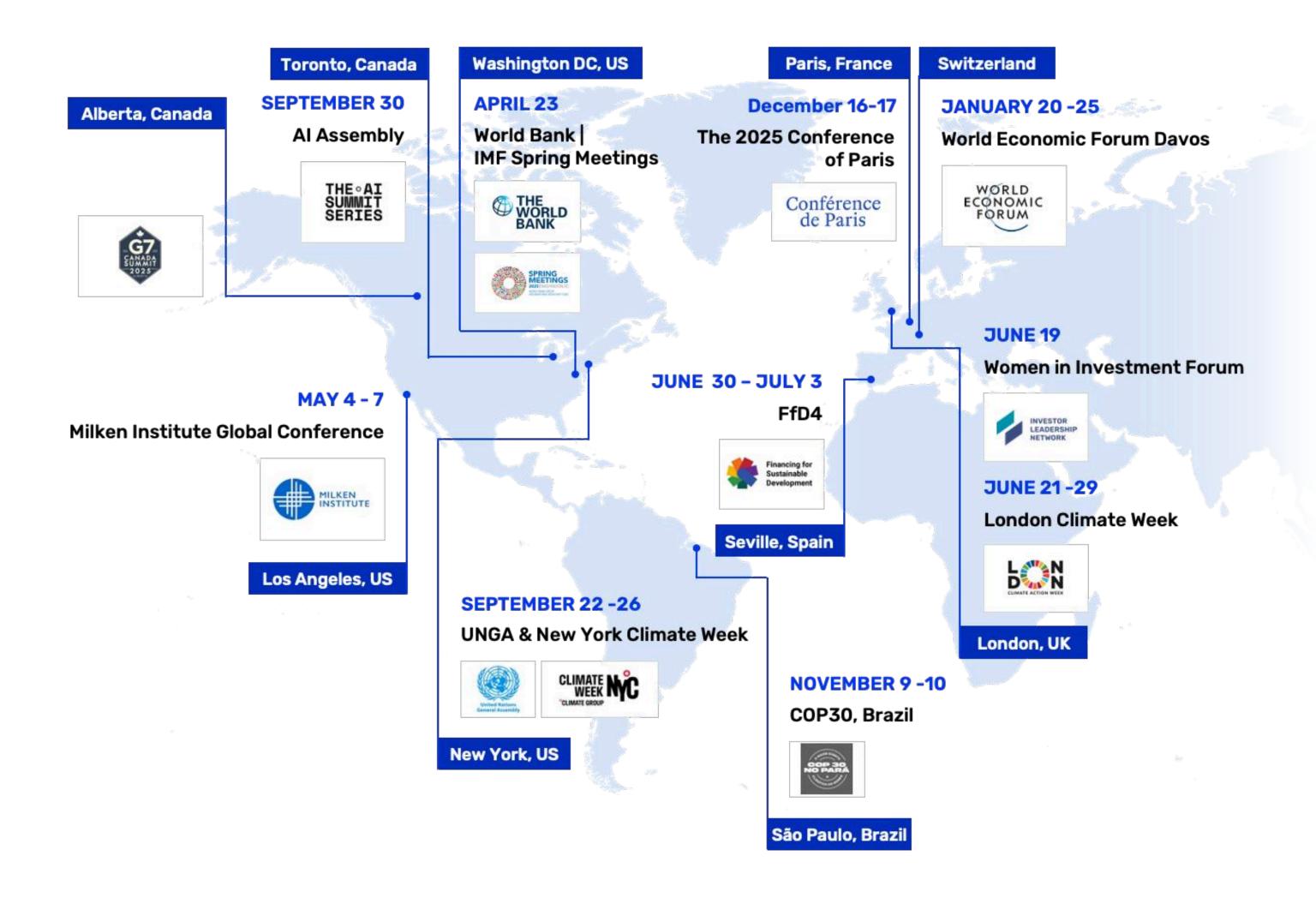
Guide institutional investors through the transition to a low carbon economy with a focus on both mitigation, adaptation and physical risk.

Improve inclusion-lens culture in the age of AI to leverage better business outcomes with diverse talent.

ILN's signature convenings serve as catalytic moments where investors, policymakers, and partners align around solutions that unlock scale, drive innovation, and strengthen leadership across the industry. These gatherings bring our three core priorities to life.



GLOBAL CONVENINGS FOR IMPACT



In 2025, ILN focused its global engagement on forums and processes most relevant to long-term institutional investment decision-making. Across major policy, finance, and market convenings – including the G7, World Economic Forum, World Bank-IMF Spring Meetings, UNGA, Climate Week, and COP30 – ILN elevated the investor perspective and strengthened partnerships with policymakers, foundations, and peer institutions.

Complemented by ILN-hosted signature convenings such as the AI Assembly and the Women in Investment Forum, this global engagement enabled deeper peer learning and practical collaboration. Together, these convenings reinforced ILN's role as a trusted platform for translating global insight into actionable tools, frameworks, and leadership practices that members can apply within their own organizations.



HIGH-LEVEL CONVENINGS

In 2025, ILN engaged in a series of high-level global convenings, aligning investor leadership with key policy, finance, and market moments throughout the year:



JANUARY 2025 | DAVOS, SWITZERLAND

Building a Water-Resilient Future: Finance for Impact (World Economic Forum)

South Africa Night Dinner celebrating the G20 Presidency, with remarks from President Cyril Ramaphosa



MARCH 2025 | WINDSOR, UK

CEO Summit hosted by the Sustainable Markets Initiative, with His Majesty King Charles III



APRIL 2025 | WASHINGTON, DC, USA

Rockefeller-ILN-hosted Powering Resilient Infrastructure and Energy Forward Investment: Mobilizing Private Capital

The World Bank and International Monetary Fund Spring Meetings



MAY 2025 LOS ANGELES, USA

Milken Institute Global Conference bringing together the world's brightest minds to address the most urgent challenges and unlock the most promising opportunities of our time.



JUNE 2025 | KANANASKIS, CANADA

ILN's representation on the Gender Equality Advisory Council at the G7 leadership meeting.





JUNE 2025 | LONDON, UK

Women in Investment Forum

Asset Owner Dialogue with SMI, CREO, and One Planet Sovereign Wealth Funds London Climate Week



JULY 2025 | SEVILLE, SPAIN

Finance for Development (FfD4) engagements



SEPTEMBER 2025 | NEW YORK, USA

Mobilizing Private Capital for Sustainable Development Roundtable with Global Citizen

Decarbonization by Design: Unlocking the Power of the Ecosystem with the Canadian Consulate Gates Foundation &
Reykjavík Global Forum Legacy in Motion: Women's
Leadership for a New Era



OCTOBER 2025 | MADRID, SPAIN

Gender Equality: Future of Financing Convening with the Gates Foundation



OCTOBER 2025 | WASHINGTON, DC

Rockefeller-ILN-hosted Unlocking Private Capital for EMDEs: From Barriers to Solutions
The World Bank and International Monetary Fund Fall Meetings



NOVEMBER 2025 | SÃO PAULO AND BELÉM, BRAZIL

Milken Global Investor Symposium

Asset Owners Dialogue 2.0, hosted by ILN in partnership with CREO, OPSWF, and Milken COP30 Finance Roundtable with the COP Presidency



DECEMBER 2025 | PARIS, FRANCE

The Conference of Paris, where leaders convene to share their knowledge and understanding of global economic, social, and environmental issues.

SIGNATURE EVENTS





WOMEN IN INVESTMENT FORUM, LONDON

In Q2 in London, ILN's Talent & Culture Advisory Committee hosted its second annual "Women in Investment Forum." This convening built on the "Mid-Career Gap" report, published in 2024 to understand how members are tacking this issue and determine systems-level solutions.

KEY TAKEAWAYS

The Mid-Career Gap Is Structural, Not Personal

Women are being pushed out by outdated systems rather than opting out, manager relationships remain essential to retention, and re-entry transitions must be prioritized by leadership.

The 'Broken Rung' Bottleneck

The first promotion is where women disproportionately fall behind, as they receive less feedback and fewer stretch opportunities, making it clear that addressing this gap is a core business strategy.

Four Priority Actions for Firms

Organizations must build strong re-entry infrastructure, train managers to identify attrition risks early, tie gender progress directly to business metrics, and make diverse leadership a non-negotiable requirement.



AI ASSEMBLY, TORONTO

Together with OMERS Ventures, ILN brought together the leading voices in AI and institutional investors representing more than \$26 trillion in AUM, for a wide-ranging discussion of emerging risks and opportunities. Areas of focus included AI's role in reducing the cost and value of expertise, and the implications for employment and wages, the prospects for robotics advances in the next two years, and the possibility that AI could compress research timing from decades down to years.

KEY TAKEAWAYS

Al and Research Productivity

Al is accelerating scientific discovery by compressing research cycles from decades to years and enabling automated reasoning, synthesis, and experimentation.

Labor Markets and Societal Choices

The falling cost of expertise is disrupting labor markets and social contracts, with adoption paths shaped by national labor policies and public values.

Reinforcement Learning

Reinforcement learning is enabling AI systems to learn through experience, improving performance in language models, robotics, and enterprise optimization.



ILN & MILKEN COP30 INVESTOR SUMMIT, SAO PAULO

As part of our broader COP30 engagement, the Investor Leadership Network (ILN), in collaboration with the Milken Institute, hosted two days of dedicated, investor-focused programming at the Rosewood Hotel in São Paulo on 9 and 10 November.

This gathering, developed in partnership with the CREO Family Office Syndicate and the One Planet Sovereign Wealth Funds, convened leading asset owners, institutional investors, and strategic partners to accelerate the flow of private capital into sustainable and climate-aligned investments.

Participation was by invitation only and designed to foster candid dialogue, peer exchange, and collaboration across public and private stakeholders in support of long-term sustainable investment outcomes.

KEY TAKEAWAYS

COP30 demonstrated renewed momentum among global asset owners, who are actively aligning around climate solutions and viewing deployment as the next phase of climate strategy.

Discussions across São Paulo and Belém highlighted that coordinated public-private action, stable policy environments, and better data remain the essential ingredients for unlocking climate and nature investment at scale.

Investor alliances gained traction as a practical mechanism to overcome market barriers, deepen pipeline development, and shape a shared "Brazil and Beyond" roadmap.



OUR ADVISORY COMMITTES

ILN's committees collectively built a systemic action framework in 2025, delivering forward-looking insights, innovative capital tools, and organizational readiness to support members in navigating global transitions and shaping future opportunities.

CLIMATE CHANGE

INVESTOR LEADERSHIP NETWORK

"Decarbonization is not just an investment challenge – it's an ecosystem-wide endeavor. *It Takes an Ecosystem* provides a roadmap for stakeholders to work together in mobilizing capital, driving policy shifts, and fostering innovation to achieve a sustainable, low-carbon future."

Amy Hepburn

Chief Executive Officer, Investor Leadership Network

2025 REVIEW

The Climate Change Advisory Committee began 2025 by publishing <u>It Takes an Ecosystem</u>, a white paper that set a common baseline for understanding physical climate risk as a system-level challenge shaped by the interaction of investors, corporates, policymakers, and financial institutions. This framing informed the Committee's work throughout the year, reinforcing the need for consistent methodologies, shared language, and practical application across portfolios.

The Committee maintained a strong focus on physical climate risk throughout 2025, responding directly to member demand for greater clarity on methodologies, valuation impacts, and real-world application across asset classes. Expert-led sessions, including input from best-in-class external specialists, supported a shared understanding of how physical risk is being assessed, priced, and managed across portfolios, helping members move from conceptual awareness to practical implementation.

Over the course of the year, the Committee examined a range of interconnected topics, including member approaches to assessing asset-level physical risk, mapping indirect risks and cascading impacts within complex systems, and future-proofing assets through improved quantification and risk management practices. The work also addressed how physical risk insights are incorporated into stewardship, with discussions on corporate engagement, investor expectations, and preparedness. This body of work culminated in the development of a Climate Data Vendor Evaluation Tool, which continues to support more informed procurement and due diligence decisions across member organizations.

LOOKING AHEAD TO 2026

The 2026 workplan preserves CCAC's core commitment to physical risk while expanding into an Al and Sustainability learning line. Members will explore how Al tools are influencing climate modeling, transition planning, emissions data interpretation, and investment decision-making.

Planned components include:



A sector-specific approach to physical risk materiality and adaptation strategies



Twelve closed-door learning sessions blending virtual and in-person engagement



An Al & Sustainability module focused on practical tools, emerging risks, and investor use cases



PUBLIC-PRIVATE PARTNERSHIPS



In 2025, the Public-Private Partnerships (P3) Advisory Committee focused on how institutional capital can engage more effectively with public-sector partners across both developed and emerging markets. The Committee's work reflected growing member interest in the role of policy design, permitting frameworks, blended finance structures, and long-term infrastructure planning in shaping investable opportunities at scale.

In parallel, P3 has continued to serve as a cornerstone of some of ILN's external engagement, helping shape the G7 Infrastructure Investment Council and advancing investor perspectives within broader industry infrastructure investment discussions, including programming at the World Bank-IMF Spring and Fall meetings. The committee has also supported asset owner-asset manager dialogue at major global convenings, including London Climate Week, New York Climate Week, and COP30, with a particular focus on practical public-private partnership models, blended finance structures, and pathways to mobilize institutional capital at scale.

LOOKING AHEAD TO 2026

In 2026, the P3 Committee is planning deliverables and engagement, including:



A deepening focus on natural capital



A Public-Private Partnerships Best Practice Booklet to inform natural capital allocation strategies and partnership design



Deeper engagement with development finance institutions, multilateral development banks, and G7 partners to advance dialogue on infrastructure and nature-positive investment



Continued engagement with the G7 Infrastructure Investment Council, including participation in markets and strategy exchange discussions and contributions to the design and deployment of investment vehicles

Together, this work will continue to support members as they navigate the practical challenges of mobilizing institutional capital through public-private collaboration.

G7 INFRASTRUCTURE INVESTMENT COUNCIL



In 2025, ILN played a central role in the launch of the G7 Infrastructure Investment Council, a new platform designed to mobilize private capital at scale for infrastructure investment in emerging markets and developing economies. Established under Canada's G7 presidency and led by FinDev Canada, the Council brings together G7 Development Finance Institutions and leading institutional investors to address long-standing barriers that have constrained private investment in critical infrastructure.

The Council creates a structured framework for public-private coordination, combining market expertise, investor insight, and development finance capacity. Through co-creation of investment vehicles and systematic exchange of market intelligence, the Council supports the deployment of commercially viable, resilient infrastructure across energy, digital, transport, and water systems - reinforcing ILN's role as a trusted bridge between institutional capital, public finance, and global development priorities.



Laura Kaliszewski

Global Head of Client Sustainable Investing Natixis Investment Managers (P3 Co-Chair, Investor Leadership Network)

"It is an honor to collaborate with fellow leaders in sustainable finance through the G7 Infrastructure Investment Council. By pooling our knowledge and sharing our expertise, we can accelerate the deployment of essential infrastructure in emerging markets, fostering growth and resilience where it is needed most. This collaboration aligns with Natixis IM's commitment to scale investment to drive the transition to a sustainable and inclusive global economy."





TALENT AND CULTURE FOR THE FUTURE



2025 REVIEW

A cornerstone of the Committee's work in 2025 was the Women in Investment Forum in London, which built directly on the mid-career gap white paper published in 2024. The Forum served as a flagship convening for peer learning and candid dialogue, bringing together senior leaders to examine barriers to progression, leadership pathways, and the structural factors shaping women's experiences across the investment lifecycle. Insights from these discussions informed the Committee's broader focus on leadership pipelines and talent sustainability, reinforcing the link between inclusion, organizational resilience, and long-term performance.

Building on this foundation, the Committee turned its attention to the implications of AI-enabled change for talent and culture. Throughout the year, members engaged in closed-door discussions on inclusive language, AI integration, and emerging retention trends, sharing early lessons from their own organizations as AI tools and workflows moved from experimentation to implementation. Sessions with industry experts complemented peer exchange, helping surface practical questions around governance, capability gaps, and the evolving demands placed on investment teams and senior leadership.

LOOKING AHEAD TO 2026

As AI adoption accelerates, the Committee is preparing a set of interconnected deliverables to support members navigating workforce transformation, including:



An AI & Talent Intelligence Playbook, developed in partnership with academic experts and grounded in member case studies



A Future Workforce & Skills Framework to help organizations assess readiness and evolving role requirements



A deepened focus on AI through closed-door learning sessions addressing leadership enablement, organizational design, and responsible adoption

In addition, the Committee is planning an AI & Talent Forum, bringing together senior investment leaders, talent and people leaders, and AI experts for focused dialogue on workforce transformation.



COMMUNICATIONS COMMITTEE

THE STRATEGIC ROLE OF THE COMMUNICATIONS COMMITTEE

Supporting ILN's work across committees and convenings is a dedicated Communications Committee, which plays a central role in strengthening:







The Committee focuses on ensuring that ILN's work is accessible, coherent, and useful to members operating across different regions, mandates, and organizational contexts.

2025 MILESTONES

In 2025, this included advancing internal communications infrastructure, most notably the continued development of the ILN Member Portal as a central hub for







The Committee also supported ILN's role as a "best-practice institute" by curating timely perspectives on global trends and current issues, drawing on best-in-class consultants and external experts to complement member insight. In parallel, the Communications Committee helped strengthen external framing of ILN's work, ensuring that the Network's messaging accurately reflects its CEO-led, investor-driven priorities and the practical substance of its outputs.





The coordination and execution of ILN's initiatives, convenings, and member engagement are overseen by a dedicated Secretariat that supports the Network's strategic direction and day-to-day operations. Working closely with ILN's Board, members, and partners, the Secretariat ensures continuity, alignment across workstreams, and disciplined follow-through on priorities.

TEAM LEADER



Amy HepburnChief Executive Officer

Amy Hepburn is the Chief Executive Officer of the Investor Leadership Network (ILN), a global, CEO-led initiative of leading financial institutions committed to accelerating the transition to a more sustainable and inclusive global economy.

As CEO, Amy oversees ILN's strategic direction and convening platform, bringing together senior leaders across banking, insurance, asset management, and asset ownership to collaborate on innovative approaches to climate action, sustainable finance, and social impact. Under her leadership, ILN has become a trusted forum for advancing practical solutions that mobilize capital at scale.

Amy brings deep experience at the intersection of finance, sustainability, and global collaboration. She is recognized for her ability to translate long-term environmental and social priorities into actionable strategies for financial institutions and investors worldwide.

TEAM MEMBERS

Supporting the CEO is a growing Secretariat team, including leadership roles spanning operations, strategy, communications, and cross-committee coordination. Together, the Secretariat works to translate member priorities into actionable workplans, support Advisory Committees, manage partnerships, and ensure ILN's communications and convenings reflect the depth and credibility of the Network.



Annalisa KristoffersenChief of Staff



Angela Fong
Senior Strategy Advisor
(Consultant)



Anuj Singh
Secondee from
State Street Financial



Margrethe Frøland
Project Associate

THANK YOU TO OUR 2025 PARTNERS

















































