

INVESTORS MAKE BETTER DECISIONS WHEN THEY understand the risks and opportunities that shape financial performance over time.

That's the straightforward premise of Principles for Responsible Investment, a global investor initiative founded in 2006 with United Nations support. PRI promotes responsible investment by supporting long-term, financially material considerations—such as governance, resilience and broader market risks and opportunities—in investment decisions and stewardship.

What began as a collaboration among a small group of institutional investors has grown into a global network. Today, PRI has more than 5,000 signatories representing roughly \$140 trillion in assets under management, across public and private markets worldwide.

The organization's six Principles provide a framework for integrating sustainability and governance considerations into investment analysis, decision-making and stewardship, alongside more traditional financial metrics.

**PRI'S**  
**CAMBRIA**  
**ALLEN-**  
**RATZLAFF**  
on risk,  
innovation  
and staying  
informed. By  
**SETH FAISON**  
and **DANIEL**  
**WIEDEMANN**

# A MATTER OF PRINCIPLES & PRAGMATISM

Cambria Allen-Ratzlaff has recently been named PRI's interim CEO. In a recent interview, she tells us about the organization's mission and the outlook for responsible investing in today's global markets.

For Allen-Ratzlaff, the mission reflects a career spent at the intersection of investors, governance and capital markets. She began her career as a corporate governance analyst at the Council of Institutional Investors before joining the Office of former Connecticut State Treasurer Denise Nappier, a pioneer in corporate governance and one of the public pension leaders who helped build early support for responsible investment in the United States as a founding PRI signatory.

She later led the corporate governance program at the UAW Retiree Medical Benefits Trust, the largest non-governmental purchaser of retiree healthcare in the US. Allen-Ratzlaff also served as Managing Director and Head of Investor Strategies at JUST Capital and she has served a four-year term on the US Securities and Exchange Commission's Investor Advisory Committee, where she chaired the Investor as Owner Subcommittee and helped advance investor-focused market reforms. She became interim CEO of PRI in December 2025.

## **How would you say the environment is changing for responsible investing?**

Investing has always been about understanding risk and opportunity. That hasn't changed.

What has changed is the complexity of the world that investors are operating in. Technological innovation, geopolitical shifts, resource constraints and new drivers of value are reshaping markets at a rapid pace—often all at once.

If you're allocating capital over long time horizons, those dynamics matter. They influence how companies perform, how industries evolve and where opportunities emerge.

Responsible investment developed as a way to bring a broader set of financially relevant information into how investors analyze companies and allocate capital. In addition to more traditional metrics, governance, sustainability and other structural forces can all shape long-term financial performance.

Ultimately, it's about making better investment decisions. That's not only better for investors, but for the markets, and ultimately for companies as well. Investors are trying to understand the world as it exists today so they can make better judgments about what markets might look like tomorrow.



**Are you seeing a change in the way sustainability-related issues are discussed by investors?**

Investors tend to respond to what's happening in the real economy. Energy markets are a good example. In today's geopolitical environment, energy security and energy affordability have become central economic issues. Disruptions to supply chains, conflicts and infrastructure constraints can ripple quickly through markets, affecting prices and stability.

At the same time, global demand for energy continues to grow, driven in part by new AI data centers and by expanding economies and populations in emerging markets. That creates a complicated challenge: how to meet rising demand while building energy systems that are resilient, affordable and able to scale.

From an investment perspective, this environment creates strong incentives for innovation. New technologies and new energy systems are emerging to meet those needs. Investors are evaluating how those developments may reshape industries and markets over time.

Responsible investment provides a framework for understanding those kinds of structural shifts and what they might mean for long-term value.

**“AT THE END OF THE DAY, INVESTMENTS ARE ONLY AS GOOD AS THE INFORMATION THEY’RE BASED ON.”**

**SETH FAISON**, a Brunswick Partner, and **DANIEL WIEDEMANN**, a Director, are based in New York.

**What have you learned, in your years of watching investment trends and social forces?**

Two things come to mind.

First, nothing in investing happens in isolation. Take electrification, which underpins many of the technological transitions under way today. It depends heavily on critical minerals and rare earth materials. Where those resources come from, how they are produced and how supply chains are structured all have implications for markets and investment outcomes.

Investors need to understand those connections. They ultimately shape how assets are priced and how industries evolve.

The second lesson is the importance of high-quality information. The strength of capital markets depends on investors having reliable, decision-useful information about the assets they invest in.

When information is consistent and comparable, investors can better assess risks and opportunities and allocate capital more efficiently.

At the end of the day, investments are only as good as the information they're based on. Responsible investment strengthens the information and analytical tools investors rely on to make those judgments. ♦