

| Date: | January 28, 2021 |
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| Title: | Managing Director, Responsible Investment |
| Company: | University Pension Plan of Ontario (UPP, 'the Plan') |
| Location: | Toronto, Ontario, Canada |

MANDATE:

Reporting to the President & CEO and a member of the UPP Leadership Team, the [Managing] Director, Responsible Investment (MD, RI) serves as a key strategic partner in the overall management of UPP. The incumbent will actively direct, influence and execute material business decisions related to the integration of responsible investing (RI) into UPP's total portfolio approach and corporate practices.

The UPP is a new, jointly sponsored pension plan that- when operational July 1, 2021- will serve all active, retired and deferred members of the five current pension plans of the founding institutions - Queen's University, the University of Guelph, and the University of Toronto. At the outset, UPP will serve approximately 33,500 members and manage assets of approximately \$10 billion. The UPP is an exciting and ground-breaking pension start-up, intended to enhance the long-term sustainability of defined benefit pension plans in the university sector for generations to come. Our goal is to bring into the Plan all Ontario universities, whose members consent. These plans collectively have \$25 billion in pension assets, distributed among 32 plans at 21 schools. Our three founding universities have all signed "Investing to Address Climate Change: A Charter for Canadian Universities".

As part of a start-up organization, the MD, RI will work collaboratively with UPP's CEO, cross-functional leaders, and Board of Trustees to build UPP's integrated RI strategy, including its vision for climate stewardship. Our strategy will incorporate insights from our sponsors and members. The MD,RI will also be responsible for establishing and leading the immediate and longer-term strategy objectives related to RI. In doing so, he/she/they will partner with the CEO and her team in building UPP's organizational structure and identifying the exceptional RI talent UPP needs.

Our people drive performance. We live a commitment to diversity, equity, and inclusion – across race, place, gender expression, sexual identity, and cultures. We know the ability to bring your whole self to work drives performance. We actively look for talent that shares this commitment to inclusion and connectedness.

WE'LL TRUST YOU TO:

Strategy

- Lead the creation of UPP's RI strategy, working closely with key stakeholders, to ensure RI strategic objectives and focus areas are successfully integrated into all aspects of the Plan
- Inventory RI themes in existing external mandates and ensure key RI focus areas are included in all investment manager reviews
- Coordinate professional training, ESG data collection, analysis, monitoring and reporting



ESG Integration

- Work with UPP investment professionals (portfolio managers, research analysts and risk management professionals) to oversee ESG integration in their investment decisions, enable the adoption of a unified RI approach
- Establish a framework and data base to collect and assess emissions data from investment managers

Governance

- Recruit and lead a dedicated team to support ESG investment analysis across different asset classes as well as oversee external support partners, as UPP grows
- Develop and deliver/ facilitate an ongoing UPP Board of Trustees education program
- Establish an RI advisory group leveraging university expertise to provide guidance to UPP's RI program

Engagement and Influence

- Remain current on ESG trends and developments as well as the evolution of regulatory activity around RI/ESG; disseminate key changes within UPP
- Identify and participate in strategic industry leadership or collaboration initiatives
- Select a provider and oversee proxy voting
- Manage UPP's stewardship practices and industry collaboration, including representing UPP on key RI industry bodies to build UPP's responsible investing brand

Member Communication

- Provide members and public stakeholders with clear, transparent information
- Collaborate with UPP's CFO and Head of Communications to manage RI disclosure and reporting
- Ensure UPP leaders are featured as speakers in public RI forums

QUALIFICATIONS & EXPERIENCE:

- 10-15 years experience in investment management or consultancy, at least five of which should be in a sustainability leadership role
- Demonstrated experience as a subject matter expert in ESG and RI
- Experience leading and managing a function with multiple interdependencies within a complex stakeholder landscape
- Proven success in leading large scale strategic initiatives and developing creative solutions
- A high level of market sophistication and broad expertise in investments
- Demonstrated ability to prioritize and manage multiple assignments in a fast-paced environment and meet deadlines with efficiency and accuracy
- University degree preferable



ATTRIBUTES:

- Strategic, analytical, and entrepreneurial mindset
- Ability to build and preserve trusting relationships with peers, external partners, members and employers
- Resilient, flexible and positive leadership style, able to inspire confidence and respect
- Well-developed conceptual and execution skills
- Strong commitment to innovation and performance management
- Committed to excellence
- High ethical standards

REQUIRED SKILLS

- A persuasive and confident communicator, both oral and written, with the ability to distill complex information and produce board-level presentations to aid decision-making
- Ability to think analytically and act creatively, and to work within tight timelines
- Strong organizational and planning skills
- Experienced negotiator, skilled in conflict resolution