



Ontario Association of
Children's Aid Societies



Call for Nominees representing
the Ontario Child Welfare Sector
on the
OMERS Administration Corporation
Board of Directors

Please apply by:
May 21st, 2019 at 4:00 p.m.
Eastern Daylight Savings Time (EDT)

Child Welfare Sector Nominees for the OMERS Administration Corporation Position Brief – Board Member

About OACAS

For over 100 years, the Ontario Association of Children's Aid Societies (OACAS) has been enhancing and promoting the welfare and well-being of children, youth and families in Ontario. OACAS is an association representing 48 member children's aid societies. On behalf of our membership, OACAS provides advocacy and government relations, public education, training, information and knowledge management, and event planning. OACAS is governed by a voluntary board of directors which works with the member agencies, communities and government to bring positive change to child welfare services.

As a designated Sponsor Organization of the Ontario Municipal Employees Retirement System (OMERS), the OACAS has the responsibility to nominate up to three (3) qualified candidates to serve on each of the OMERS Sponsors Corporation (OSC) and the OMERS Administration Corporation (OAC) Boards on behalf of the child welfare sector. The OSC will interview and appoint one (1) candidate from the OACAS nominees to serve on each of the OMERS Boards. **The OACAS is currently recruiting nominees for one (1) position on the Board of the OMERS Administration Corporation.**

OMERS & OAC Board Mandate

As one of Canada's largest pension plans, OMERS is a complex organization with a substantial mandate: to manage more than \$85 billion dollars on behalf of more than 480,000 active and retired members. The ability to deliver on this essential obligation depends largely on the quality of the OMERS governance structure – and the effectiveness of individual members of the OMERS Administration Corporation (OAC) Board of Directors.

The OAC is the administrator of the OMERS pension plans as provided for in the *Ontario Municipal Employees Retirement System Act (OMERS Act, 2006)*. Among other things, the OAC's responsibilities include paying pensions, making payments under retirement compensation arrangements, establishing investment policies, and managing and allocating the assets of the pension plans. The OAC Board has overall responsibility for overseeing the conduct and management of the business and affairs of the OAC.

For detailed information about the OAC Board's mandate, please refer to Appendix A.

Role Requirements

OMERS has determine a number of critical dimensions that all directors must demonstrate competency and/or commitment to support effective board functions. The successful nominees will demonstrate capacity in the areas of:

Skills & Experience

- Independence and sound judgement
- Integrity
- Long-term strategic outlook
- Commitment to the Defined Benefit Pension Model
- Corporate governance knowledge and experience at a major organization
- Knowledge of business issues and financial matters
- Demonstrated ability to operate as part of a diverse team

Commitment

- Understand and exercise the Board's fiduciary responsibilities
- Attend and contribute to Board and Committee meetings
- Devote the time and effort necessary to be an effective Board member
- Obtain a recognized Director designation

Preferred Skills and Experience

In addition to the required competencies and commitments, preference will be given to candidates who have demonstrated experience in the following:

- Risk:
 - Identifying principal risks of an organization and designing or overseeing risk management programs.
 - Risk/return dynamics in complex investment and/or pension environments
- Pensions – Actuarial:
 - Knowledge of actuarial practice in the pension, insurance or similar fields
 - Asset-liability management
- Public Markets Investing:
 - Global capital markets including equities, fixed income and derivatives
 - Sophisticated capital markets investment strategies
- People:
 - Talent acquisition and development in a global organization
 - Complex executive and investment compensation programs

For a full list of desired Board member competencies, please see Appendix B.

Time Commitment and Compensation

- Each Board appointment is for a 3-year term, with a 3-term maximum
- Approximately 250 hours per year, plus travel and education/training requirements
- Nominees should be prepared to make a significant contribution to the OAC Board in fulfilling its mandate. There are expectations placed on individual directors and there are policies governing Directors that nominees should be aware of, including:
 - Code of Conduct
 - Board Education & Expense Policy
 - Personal Trading Policy
 - Lobbying
- The fiduciary duty of the Board member is to the OAC Board. The OACAS appointee, representing the child welfare sector, will be expected to report to the OACAS Board of Directors and the OACAS Executive Leadership Section at least twice per year
- Board members will be compensated \$65,000/year, with an additional \$15,000 per year for chairing one or more committees, plus eligible expenses

How to Apply

Please send your CV with a covering letter to OMERSAC@oacas.org by **May 21st, 2019 at 4:00 pm Eastern Daylight Savings Time (EDT)**. Only successful applicants will be contacted.

Potential nominees will be contacted by the OACAS to schedule an interview with a recommendation panel comprised of members of the OACAS Board of Directors. All interviews will be scheduled on **May 30th, 2019**.

Following the interview process, up to three (3) nominees will be selected by the OACAS Board of Directors and forwarded to the OMERS Sponsors Corporation for consideration by **July 31, 2019**.

The OSC will conduct background checks and have scheduled interviews for nominees with the OMERS Selection Committee on **August 19th, 2019**.

The OSC will make new appointments to the OAC Board by **November 30th, 2019**, with an effective start date of **January 1st, 2020**.

Commitment to Equity & Diversity

OACAS is committed to building diversity in our workforce and our partner organizations to be representative of the communities we serve. We encourage and are pleased to consider applications from all qualified candidates, without regard to race, colour, citizenship, religion, sex, marital / family status, sexual orientation, gender identity, aboriginal status, age or disability.

Accommodation at OACAS

We are committed to a selection process that is inclusive and barrier free. Accommodation will be provided in accordance with the Ontario Human Rights Code. Applicants are required to make any accommodation requests for the application, interview or selection process known in advance by contacting the Director of Child Welfare Operations Excellence at 416-987-3690. The Director will work together with the Nominee Review Committee to arrange reasonable and appropriate accommodation for the interview or selection process which will enable you to be assessed in a fair and equitable manner.

Appendix A

OMERS Administration Corporation

Board of Directors Mandate

OMERS Administration Corporation

BOARD OF DIRECTORS MANDATE

Introduction

OMERS Administration Corporation (OAC or the Corporation) is the administrator of the OMERS Pension Plans as provided for in the *Ontario Municipal Employees Retirement System Act, 2006* (OMERS Act) with responsibility for discharging the duties of the retirement compensation arrangements, establishing investment policies and managing and allocating the assets of the pension plans. OAC is also the administrator of the OMERS Pension Plans for the purposes of the *Pension Benefits Act* (Ontario) (PBA). The mission of OAC is the delivery of secure and sustainable pensions.

The Board of Directors of OAC (the OAC Board) has overall stewardship responsibility for the Corporation which is generally defined as the responsibility to oversee the conduct and management of the business and affairs of OAC as the administrator in a fiduciary manner. Consistent with its fiduciary oversight duties, the OAC Board creates Committees from time to time to assist the Board in its overall responsibilities and delegates to those Committees authority in accordance with Board-approved Committee Mandates. For 2018, the OAC Board has six Standing Committees including the Appeals, Audit & Actuarial, Governance, Human Resources, Investment, and Technology Committees. The OAC Board is also supported by an *ad hoc* Risk Oversight Committee as well as the Joint Council, which liaises with the Sponsors Corporation (SC) as a venue in which to address matters of importance to either party with respect to oversight and governance of the OMERS Pension Plans.

This document (Board Mandate or Mandate) sets out the key responsibilities of the OAC Board in the context of its stewardship obligations. It is subject to the overriding requirements of the OMERS Act and the by-laws adopted by the Corporation from time to time.

The Board oversees the appointment of a Chief Executive Officer and delegates to Management broad responsibilities for operation of the affairs of the Corporation including ensuring that OAC discharges its statutory and related responsibilities to plan members.

This Mandate has been prepared to reflect principles and processes viewed as being important by the Board and Management to ensure that each discharges its duties and obligations in a way that maximizes results from the point of view of plan members. Those principles and processes include: (i) clarity around authority and responsibility; (ii) recognition of the value of regular performance reviews of both Management and the Board; (iii) processes to ensure accountability; and (iv) the pre-eminence of integrity and ethical leadership. These principles and processes and the Mandate terms which follow are supportive of the vision and mission of OAC which is to be a leader in the pension industry, an organization committed to providing high-quality service to plan members and employers and

built around a culture of excellence, and an organization committed to earning superior returns for plan members with due regard for risk.

The OAC Board, either directly or through its Committees, is responsible for performing the duties set out in this Board Mandate.

1. Appointment of Leadership Team and Succession Planning

The OAC Board is responsible for identifying and appointing the Chief Executive Officer. The OAC Board also reviews the appointment of all C-Suite executives through the Human Resources Committee. The Chief Executive Officer is responsible for the appointment of all employees and will at least annually share with the Board and/or its Committees the Corporation's succession plan.

The OAC Board is responsible for approving succession management process for the Chief Executive Officer position and overseeing a succession plan for the C-Suite Executives through the Human Resources Committee of the Board.

In connection with the succession management process for the Chief Executive Officer, the OAC Board assesses the capabilities of the C-Suite executives, other than the Chief Executive Officer, with a view to identifying and developing future leaders who might be suitable for succession to the position of Chief Executive Officer.

2. Evaluation of Performance

The OAC Board is responsible for approving and implementing a process for evaluating the Chief Executive Officer's annual performance. The OAC Board is also responsible for assessing the performance of the Chief Executive Officer on an ongoing basis. Consistent with these responsibilities, the OAC Board establishes annual performance expectations, goals and objectives for the Chief Executive Officer and monitors progress against those expectations. The OAC Board provides periodic feedback to the Chief Executive Officer with respect to performance.

The Chief Executive Officer assesses performance of the C-Suite executives and reviews the results with the OAC Board through the Human Resources Committee.

3. Compensation Matters

The OAC Board determines the compensation of the Chief Executive Officer on the recommendation of the Human Resources Committee. The Human Resources Committee approves the compensation strategy and compensation design for the other C-Suite executives. The Chief Executive Officer is responsible for compensation within the organization otherwise, but provides to the OAC Board through the Human Resources Committee at least annually an overview of the compensation plans within the organization.

4. Investments

The OAC Board is responsible for investing and managing the funds of the OMERS Pension Plans so that the obligations of the Plans will be met. Its responsibilities include:

- approving investment policies in the form of statements of investment beliefs, statements of investment policies and procedures, statements of investment authorities and investment risk policies through the Investment Committee;
- approving asset classes and mix and related funds allocations among public and private investment activities;
- approving policies regarding related party transactions and reviewing and, if appropriate, approving transactions involving related parties or transactions which are out of the ordinary course of business or which carry unusual forms of reputational risk or which have not otherwise been delegated to the Investment Committee or Chief Executive Officer;
- amending OAC's statements of investment policies and procedures on a timely basis as investment categories change to ensure that investments are authorized by a statement of investment policies and procedures; and
- ensuring that investments are made in a manner consistent with such policies and applicable laws.

Subject to specified limits, the OAC Board has through documented processes delegated to the Investment Committee or Chief Executive Officer of the Corporation the responsibility for investment of the assets of the OMERS Pension Plans with the power to sub-delegate in certain specific circumstances. Such responsibilities include identification and selection of appropriate managers.

The OAC Board monitors and obtains reports on a regular basis from the Investment Committee and Chief Executive Officer on delegated investment authorities, including investments made, processes followed to ensure investments are compliant with legal and policy requirements and investment performance. This monitoring function is undertaken in accordance with a monitoring and reporting plan developed in consultation with the Investment Committee and Management and approved by the OAC Board.

5. Strategic Planning

A key responsibility of the OAC Board is approving the Corporation's strategic planning process and approving the Corporation's strategic plan on a periodic basis. Since 2015, this has involved the approval of a joint strategic plan for all of OMERS, developed in conjunction with the SC. The Board also monitors the implementation of the strategic plan and related plans including annual budgets. In conjunction with strategy, the OAC Board provides direction to Management by articulating its risk appetite for the key risks associated with the strategic plan.

Management, under the direction of the Chief Executive Officer, is charged with developing the strategic plan for the Corporation within the framework of the Board-approved planning

process developed in conjunction with the SC and the action plans necessary to implement the Board-approved plan.

6. Financial Oversight and Stewardship

The OAC Board reviews and approves the audited financial statements for the Corporation and related management discussion and analysis on the recommendation of the Audit & Actuarial Committee. The Board also oversees financial and related internal controls relating to financial reporting through its Audit & Actuarial Committee.

The financial statements are prepared by Management, and Management is responsible for their content.

Management is also responsible to maintain a system of internal controls and supporting procedures designed to ensure the integrity and fairness of the financial statements and related reporting. Management reports on the nature of such controls and, with the assistance of the Internal Audit function within the Corporation, reports through the Global Head of Internal Audit, to the Audit & Actuarial Committee of the Board on the effectiveness of the internal controls.

The OAC Board is responsible for appointing an external auditor to audit the financial statements and the external auditor reports to the OAC Board.

Management prepares an annual report which includes the financial statements and related reporting on pension funds and liabilities, on investment categories and related performance, on pension services activities, as well as management discussion and analysis.

7. Plan Valuation and Administration

The OAC Board annually approves an actuarial valuation of the OMERS Pension Plans and the OMERS Retirement Compensation Arrangement including determining the actuarial methods and assumptions and approving the funding policies for the Plans. The OAC Board appoints an external actuary to carry out annual valuations of the actuarial liabilities of the OMERS Pension Plans and the OMERS Retirement Compensation Arrangement, and the external actuary reports to the OAC Board through the Audit & Actuarial Committee. Once the valuation is approved by the OAC Board, it is submitted to the SC with a recommendation for filing.

The OAC Board addresses significant plan administration issues such as material pension administration decisions and material pension systems matters on behalf of the OAC Board as may be required under the OMERS Act and periodically reviews operational performance, pension service levels, industry standards and client satisfaction results.

The OAC Board establishes an Appeals Committee to hear appeals from decisions of the President regarding questions of entitlement to pension benefits and approves rules, by-laws and regulations for that purpose. When an appeal issue arises, the matter will be referred to the Appeals Committee. The Appeals Committee will report back to the Board on decisions made. The Appeals Committee will review and confirm or recommend amendments to the

rules, by-laws and regulations on a periodic basis. The Board will appoint an Appeals Chair and appoint or renew external legal counsel for appeals-related matters as required.

8. Identification and Management of Business Risks

Oversight of risk is a key Board responsibility. The OAC Board relies on its Committees to review risk in the areas to which their responsibilities extend and keep the Board informed. The Board is responsible for approving risk appetite statements to establish its overall approach to risk.

Management prepares for the OAC Board, at least annually, a report on the principal risks to the business and the systems and controls that have been established to manage such risks as well as a risk mandate for the risk function. Through approval of this report and this mandate, the OAC Board approves Management's assessment of the risks and the risk tolerance of the organization within the overall risk appetite statements. For that purpose the OAC Board has delegated to Management responsibility for

1. identifying, assessing and managing key business risks and keeping the Board and Committees informed of key risks;
2. designing control systems to manage risk; and
3. providing information on risk optimization effectiveness.

9. Growth, Asset Transfers, New Products and Initiatives

The OAC Board oversees expansion, transfers, pension products and related initiatives including, as appropriate:

- a) proposed expansion of membership in OMERS, or where the SC has such approval rights, recommend to the SC;
- b) agreements for transfers of assets and liabilities, in respect of any new members or members with a split pension (divested members);
- c) pension-related products and services for members;
- d) pension reform initiatives and changes including new legislation/regulations.

10. Compliance with Regulatory Matters

The OAC Board has delegated to Management responsibility for ensuring compliance with regulatory requirements, including those applicable to the PBA and the *Income Tax Act*.

11. Communications and Information

The OAC Board oversees a communications plan for the Corporation which sets out the framework for how the Corporation communicates with plan members and other constituents on issues such as financial results, pension plan matters and investment performance. The objective of the OAC Board is to ensure timely disclosure of material developments to stakeholders.

Management is responsible for establishing a plan and policies for ensuring two-way communications with: (i) the organizations holding nominating authority to name members of the OAC Board; (ii) employers participating in the OMERS Pension Plans; (iii) plan members; and (iv) the Sponsors Corporation. The Chief Executive Officer reviews such plan periodically with the OAC Board against objectives.

Management is responsible for establishing a supportive, ongoing government relations strategy in areas material to the affairs of the Corporation.

In order to provide support and assistance to the SC, the OAC Board will liaise through the Board Chair with counterparts at the SC on a regular basis while the Chief Executive Officer will coordinate and oversee the provision of actual services and support to the SC consistent with the requirements of the OMERS Act.

It is the responsibility of the Chief Executive Officer to establish and procure appropriate involvement in pension associations and related organizations where there are benefits to the Corporation in maintaining such associations for communications and professional purposes.

Board members will not make public presentations on behalf of OAC without consultation with the Chief Executive Officer and Chair of the OAC Board. Such presentations are to be distinguished, however, from meetings that may routinely occur with the organizations or bodies that appoint individual Directors where Board member comments are limited to discussion of publicly available information consistent with the fiduciary duties of members of the OAC Board.

12. Conduct and Integrity

The OAC Board approves policies relating to conflict of interest, business conduct and ethics that apply to the Corporation, its employees, officers, directors and consultants. Such policies will include appropriate systems for bringing concerns on the part of employees or others to the attention of the Corporation and, where appropriate, the OAC Board. The Chief Executive Officer provides appropriate “tone from the top” leadership to OAC consistent with the core values of OAC.

13. Board Skills and Effectiveness

The OAC Board regularly assesses the needs of the Board from the point of view of the mix of skills and competencies required to enable the Corporation to meet its objectives. The OAC Board shares its findings with the SC and the sponsors generally. The OAC Board consults with Management on these matters.

Board effectiveness is also supported by:

- Management ensuring that Board materials are distributed to directors in advance of regularly scheduled meetings to allow for sufficient review of materials;
- the conduct of periodic effectiveness assessments of the OAC Board through a self-assessment or other form of assessment process which includes taking into account the views of Management;

- establishing Board committees and approving their mandates and the authorities as well as considering and affirming on a periodic basis the mandate of the OAC Board;
- establishing practices for the evaluation of board, committee and director effectiveness;
- Management efforts to assist members of the OAC Board in understanding the nature of the Corporation's business which is part of a broader orientation program approved by the OAC Board for new directors; and
- ongoing education and training for members of the OAC Board and the Senior Executive Team with respect to governance and related subjects.

The OAC Board is responsible for appointing the Chair of the Board, Committee Chairs and Committee Members; establishing appropriate structures to allow the Board to function independently of Management; and establishing and approving position descriptions for the Chair of the Board and, in consultation with the Chief Executive Officer, the position of the Chief Executive Officer.

14. General Authority

This Board Mandate does not limit the plenary power of the OAC Board of the Corporation to deal with matters determined by the OAC Board to be significant and material and to generally oversee and monitor Management and the many responsibilities that the management team bears within the Corporation. The OAC Board is cognizant of accountability thresholds and the need to maintain clear lines of responsibility. Committee activities will be subject to the matters set forth in Committee Mandates.

Applicable Policies

The Board approves the following policies:

- Code of Conduct and Ethics
- Risk Appetite Statements
- Funding Policies for the Plans
- Related Party Transactions Review
- Risk Framework
- Statement of Investment Authorities
- Statement of Investment Beliefs
- Statements of Investment Policies and Procedures for the Plans

HISTORY

Effective Date:	<i>January 1, 2019</i>
Approval Dates:	<i>August 24, 2007, amended April 10, 2008, November 20, 2008, December 17, 2008, December 17, 2009, February 25, 2010, December 16, 2010, December 15, 2011, December 14, 2012, December 13, 2013, December 12, 2014, December 10, 2015, December 15, 2016, December 14, 2017, December 13, 2018</i>

Appendix B

OMERS Administration Corporation

OAC Board Competency Framework

OAC Board Competency Framework

Each Director must satisfy all of the attributes and commitments in the shaded box. The OAC Board as a whole needs to adequately satisfy the twelve specific competencies below; each Director is expected to satisfy not less than five specific competencies.

The OAC Board is responsible for pension services and administration, investments and plan valuation.



Each Director must possess the following attributes:

- Independence and sound judgment
- Integrity
- Long-term, strategic outlook
- Commitment to the DB Model
- Corporate Governance knowledge and experience at a major organization
- Knowledge of business issues and financial matters
- Demonstrated ability to operate effectively as part of a diverse team

Each Director must be willing to:

- Understand and exercise his or her fiduciary responsibilities
- Attend and contribute to Board and Committee meetings
- Devote the time and effort necessary to be an effective Board member
- Obtain a recognized Director designation

<p>Global Perspective</p> <ul style="list-style-type: none"> • Senior leadership role in an organization with multinational operations • Experience working with different business, legal and cultural regimes 	<p>Risk</p> <ul style="list-style-type: none"> • Identifying principal risks of an organization and designing or overseeing risk management programs • Risk and return dynamics in complex investment and/or pension environments 	<p>Pensions - Actuarial</p> <ul style="list-style-type: none"> • Knowledge of actuarial practice in the pension, insurance or similar fields • Asset-liability management 	<p>Pensions - Administration</p> <ul style="list-style-type: none"> • Pension design, policy and regulation • Plan or trustee administration
<p>Public Market Investing</p> <ul style="list-style-type: none"> • Global capital markets including equities, fixed income and derivatives • Sophisticated capital markets investment strategies 	<p>Private Markets Investing</p> <ul style="list-style-type: none"> • Private markets such as infrastructure, private equity and real estate in a global context • Global investment dynamics – e.g. political, legal, tax, economic 	<p>People</p> <ul style="list-style-type: none"> • Talent acquisition and development in a global organization • Complex executive and investment compensation programs 	<p>Financial Literacy & Operational Controls</p> <ul style="list-style-type: none"> • Ability to read, understand and analyze financial statements of similar complexity • Experience with financial accounting standards, internal controls, reporting and valuations
<p>Information Technology & Security</p> <ul style="list-style-type: none"> • Experience or knowledge of information technology and security needs of a large, complex organization • Ability to consider and assess the impact of disruptive technologies 	<p>Senior Leadership Experience</p> <ul style="list-style-type: none"> • Experience as a President, CEO, CFO, COO or other senior leader of a large organization or government body 	<p>Government/Regulatory/ Public Policy</p> <ul style="list-style-type: none"> • Experience in, or demonstrated understanding of, the workings of government and public policy • Strong understanding of relevant regulatory regimes 	<p>Stakeholder Relations</p> <ul style="list-style-type: none"> • Communications with members, employers and stakeholders • Demonstrated ability to facilitate healthy relations in a diverse, multi-stakeholder environment