

INVESTMENT STRATEGIES WORKING GROUP TERMS OF REFERENCE

A. INTRODUCTION

The Principles for Responsible Investment (PRI)'s signatories are its greatest strength. Being on top of the investment chain, Asset Owners particularly play a crucial role in accelerating responsible investment throughout PRI's signatory base and beyond. [PRI's 2015-2018 strategic plan](#) focuses on increasing representation and participation of Asset Owners to drive responsible investment impact. As outlined in the document 'PRI – Asset Owner Strategy' (available on request), one of PRI's asset owner work streams focuses on investment strategies. This document outlines the work of the working group, with which PRI ('the Executive') will deliver the work.

This TOR has been drafted in full accordance with the [PRI Rules for Advisory Committees and Working Groups](#) (approved by the PRI Board in June 2015).

B. OBJECTIVES

The main objective of this project is to promote investment strategy thought leadership and support asset owner practice in strategy formulation. This will be done by means of the following objectives:

- Providing insight into the opportunities of incorporating ESG considerations in investment decision making processes throughout the investment chain;
- Providing asset owners with process guidance on how to develop and formulate investment strategies;
- Providing insight into best-practice cases on investment strategy development which takes the above into consideration.

C. MEMBERS

The investment strategies working group, which works closely with the Executive, consists of PRI stakeholders that support the objectives of the investment strategies work stream.

COMPOSITION

The initial composition of the Investment Strategies working group is as follows:

Member	Position	Organisation	Country
Yvonne Bakkum	Director Private Equity	Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden N.V. (FMO)	Netherlands
Wouter Bosschaart	Responsible Investment Officer	Delta Lloyd Asset Management	Netherlands
James Davis	Chief Investment Officer	OPSEU Pension Trust	Canada
Perrine Dutronc	Managing Director	Inflection Point Capital Management	France
Andrew Gray	Manager, Investments Governance	AustralianSuper	Australia
Gunnela Hahn	Head of SRI	Church of Sweden	Sweden
Emma Jane Joyce	Programme Manager, Responsible Investment	Ireland Strategic Investment Fund	Ireland
Kees Koedijk	Professor	Tilburg University	Netherlands
Linda-Eling Lee	Executive Director	MSCI	United States
Alfred Slager	Professor	Tias Business School	Netherlands
Jaap van Dam	Principal Director Investment Strategy	PGGM Investments	Netherlands
Mark Walker	Chief Investment Officer	Unilever Pension Funds (Uninvest)	Netherlands

D. RESPONSIBILITIES

ROLE OF THE EXECUTIVE

The Executive commits to:

- Convening and administering working group meetings;
- Keeping working group members updated on investment strategies work stream activities in between meetings whenever necessary;
- Developing the investment strategies work stream plan for discussion by the working group;
- Providing expertise required for investment strategies work stream activities from either internal or external sources;

- Providing support in the form of background research and pitching material for investment strategies working group members who are undertaking outreach and engagement activities on behalf of PRI;
- Coordinating communication on the activities of the investment strategies work stream to signatories and PRI Board;
- Managing communication flows with PRI and its regional networks on the investment strategies work stream.

ROLE OF THE WORKING GROUP CHAIR

The working group Chair commits to dedicating sufficient time and resources to fulfil Chairing responsibilities. These include:

- Chairing meetings;
- Advising the Executive regarding relevant investment strategies insights;
- Reporting progress of the working group to the Asset Owner Advisory Committee on a quarterly basis;
- Providing the Executive with guidance and working with the Executive to provide leadership to the Advisory Committee as needed.

ROLE OF WORKING GROUP MEMBERS

Working group members are expected to act in an advisory role to the Executive. Their main responsibility is to commit time to producing the agreed output of the working group.

Typical responsibilities include:

- Support with compiling drafts of required work including integrating working group members' feedback;
- Conference calls/meetings as and when needed for the purpose of the work;
- Regular guidance/feedback to the Executive on relevant issues. This may include providing advice/feedback on outputs such as publications and toolkits.

Expected time requirement is 2-3 working days during the course of the project. All members are welcome to undertake additional work, if their schedules enable them to do so.

E. ACTION PLAN AND TIMELINE

The work stream deliverables are outlined below. An Investment Strategies scoping document with more detailed information is available on request.

Deliverables	Date	Involvement working group
<p>WHITE PAPER</p> <p>The investment strategies white paper will be a discussion paper with conceptual framework to outline a draft process along which Asset Owners can develop their investment</p>	April 2016	Provide input and review content for inclusion in paper

strategies, from board/trustee level considerations to execution.		
ROUNDTABLE DISCUSSIONS One or more roundtable discussions will be organised to discuss the white paper and gather input for the following guidance document.	April - August 2016	Ideally participate/dial in to a roundtable discussion.
GUIDANCE DOCUMENT The key deliverable of the project will be a PRI guidance document for Asset Owners to develop and formulate investment strategies.	October 2016	Provide input for guidance document, review draft, and promote publication
OUTREACH Outreach will be created around the guidance document in an event.	November 2016	After publication, collaborate with the Executive on outreach around the guidance publication and ideally participate in event.
CASE STUDIES Practical case studies will be developed with PRI signatories outlining the development of investment strategies.	Late 2016 - early 2017	Where applicable, submit and review case studies of implementing strategies work.

F. REPORTING REQUIREMENTS

The working group Chair will update the Asset Owner Advisory Committee on a quarterly basis on relevant developments.

G. CODE OF CONDUCT, CONFIDENTIALITY, AND PUBLIC COMMUNICATIONS PROTOCOL

- The proactive involvement of signatories is important to the success of the group. The Executive may terminate individual signatories' participation and invite other interested signatories to participate if the required level of commitment is not demonstrated.
- Signatories must refrain from using these forums for explicit commercial purposes and should focus on furthering the goals and objectives of the work programme. Failure to meet these requirements may also lead the Executive to terminate signatory participation.

H. CONTACT

For further information on PRI's Asset Owner work, please contact Don Gerritsen, Senior Manager Asset Owner Insight, at don.gerritsen@unpri.org.