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OUR VISION

The vision of the Rotman International Centre for Pension Management (ICPM) is to be recognized as a global catalyst for improving the management of pensions around the world.

Through its research funding, discussion and education forums, and publications, the Centre produces a steady stream of innovative insights into optimal pension system design and the effective management of pension and investment organizations. Using the vision of Tomorrow’s Pension Fund as its guide, research and discussion topics focus on agency costs, governance and organization design, investment beliefs, risk measurement and management, and strategy implementation.

Through these activities, we also create opportunities to raise pensions-related content in regular and executive courses at the Rotman School of Management and other education-oriented institutions and forums around the world.
When I became Dean of the Rotman School of Management more than a decade ago, one of my most important priorities was to make the Rotman School more global in its focus and reach, to turn us from ably serving the needs of Toronto to speaking persuasively to the world. It has been a long journey, but we have increasingly met this challenge, expanding our global voice in research, teaching and business discourse.

ICPM has been a brilliant exemplar in this regard. Particularly through the expanding research network and the Rotman International Journal of Pension Management, the Centre has extended its footprint beyond Canada and powerfully influenced the global pension management discussion. Now, with the ICPM Professorship in Pension Management and a new Board Effectiveness Program in executive education for pension institutions, the Centre’s influence and reach is poised to extend yet again.

Just as I personally take great pride in the work of ICPM, the Rotman community is pleased to serve as the home base for this truly world-class thought leader. We all look forward to seeing what new ideas will emerge in the years to come.

The 2011 fiscal year represented another period of exciting change at ICPM, at both the operational and strategic levels. The Board of Directors continued to evolve and implement important elements of our governance practices. We paid considerable attention to the important and related strategic matters of succession planning and overall organizational capacity. In these areas, it is evident that we are exceedingly dependent on our highly talented and energetic, but small management team. The decision to add management depth and evolve the roles serves multiple purposes. It reduces personnel dependency, extends our geographic reach and enables our capacity to execute a broader range of programs. To financially enable the broader range of programs, we decided to judiciously expand the number of Research Partners, while maintaining one of the defining hallmarks of ICPM, that of small, highly interactive discussion forums.

Near the end of the fiscal year, the Board conducted its first effectiveness process, involving self and collective assessments of our performance. Many good ideas to ensure the Board is operating effectively as the primary governing and oversight body for ICPM came out of this process. I will report back next year on our progress in this regard.

In closing, I would like to thank outgoing directors, Rob Bauer (Netherlands) and Syd Bone (Australia) for their contributions. Rob has served ICPM since its inception as a researcher, presenter, author, case study developer and leader as well as having been a founding member of the Board of Directors. I would also like to welcome Tony Lally from SunSuper (Australia) and Tim Jones from National Employment Savings Trust (United Kingdom) to the Board of Directors. We look forward to working together as we continue on our journey of making ICPM a catalyst for globally improving pension fund management.
Over the course of its six years of operation, ICPM has steadily expanded its global reach and impact in fostering excellence in pension management. Our research funding program continues to grow, our discussion forums continue to rate as ‘must attend’ events, and articles in the Rotman International Journal of Pension Management are increasingly cited for their relevant insights. In 2009, ICPM and its four Toronto-based Research Partners began funding the ICPM Professorship in Pension Management, with Rotman’s Prof. Alexander Dyck the inaugural appointee.

A major milestone for FY 2010/11 was the decision to create, in co-operation with Rotman Executive Programs, a Board Effectiveness Program for pension and other long-horizon investment institutions. This program is designed to enhance board performance for ICPM Research Partners and other long-horizon investment institutions, as the complexities of both 21st Century financial markets and pension design and delivery strategies continue to accelerate. The initial offering of this exciting new program is scheduled for November 28 through December 2, 2011, with the sequel scheduled for February 27 through March 2, 2012. We are also pleased to welcome CalPERS (United States), UniSuper (Australia) and World Bank (International) who became ICPM Research Partners in FY 2010/2011. British Telecom Pension Scheme (United Kingdom), CalSTRS (United States), National Employment Savings Trust (United Kingdom) and Stichting Philips Pensioenfonds (Netherlands) have already committed funding for FY 2011/2012.

This steady growth in programs and institutional support requires equally steady growth in ICPM resources. In this context, Prof. Rob Bauer has left the ICPM Board to become our Associate Director, Programs with content responsibility for ICPM discussion forums and case study development. As Associate Director, Business Development and Operations, Ann Henhoeffer takes on additional responsibilities in global outreach, Journal distribution, and building the infrastructure and cooperation with Rotman Executive Programs necessary to support new ICPM initiatives such as the Board Effectiveness Program described above.

We look forward to working with our Board, our Research Partners, and with the Rotman School to build on past and present successes, and to expand ICPM’s global reach and impact even further in the years ahead.
OUR RESEARCH PARTNERS

Our Research Partners play a vital role in establishing ICPM research priorities, identifying top research talent, and in assembling ICPM Discussion Forum agendas. They have preferred access to ICPM-sponsored research findings, opportunities for knowledge-sharing and network-building, and receive preferred invitations to ICPM Discussion Forums.

Through these activities, our Research Partners have the satisfaction of participating in building a leading Centre that converts integrative research into effective pension fund management. This will benefit their stakeholders directly, and at the same time improve the quality of retirement income systems around the world.

ICPM has a goal to work with thirty thought-leading Research Partners from around the globe on a long-term basis. Each Research Partner makes a financial commitment of C$25,000 to support pension research as well as to fund the publication of the Rotman International Journal of Pension Management along with the organization and execution of the Discussion Forums. These commitments are renewed annually at the option of each organization.

International
• World Bank

Australia
• Australian Super
• Australia Future Fund
• Australian Prudential Regulation Authority
• SunSuper
• UniSuper

Canada
• Alberta Local Authorities Pension Plan (ALAPP)
• Alberta Investment Management Corp (AIMCo)
• Canada Pension Plan Investment Board (CPPIB)
• Caisse de dépôt et placement du Québec
• Ontario Municipal Employees Retirement System (OMERS)
• Ontario Teachers’ Pension Plan Board (OTPP)
• Healthcare of Ontario Pension Plan (HOOPP)

Denmark
• Danish Labour Supplementary Pension (ATP)

Finland
• Finland State Pension Fund

Japan
• Nomura Research Institute

The Netherlands
• Algemene Pensioen Groep (APG)
• De Nederlandsche Bank (DNB)
• PGGM
• Stichting Philips Pensioenfonds
• Syntrus Achmea Asset Management

New Zealand
• New Zealand Superannuation Fund

United Kingdom
• British Telecom Pension Scheme
• National Employment Savings Trust (NEST)
• Universities Superannuation Scheme (USS)

United States
• California Public Employee Retirement System (CalPERS)
• California State Teachers’ Retirement System (CalSTRS)
• TIAA-CREF
• Washington State Investment Board (WSIB)
Since inception, ICPM has funded 14 research projects. Completed Academic Research Papers can be accessed through the Rotman ICPM website. In cases where the Research Papers have been rewritten as articles in the Rotman International Journal of Pension Management (RIJPM), the Journal issue in which it appeared are also listed below.

Note: titles of Research Papers have been modified for publication in the Journal.

**Is Bigger Really Better? Fund Size, Asset Allocation and Performance**
Academic Research Paper – February 2011
- Project Lead – Alexander Dyck, Rotman School of Management (Canada)
- Co-author – Lukasz Pomorski, Rotman School of Management (Canada)
*Research findings were presented at the ICPM June 2010 Discussion Forum.*

**Can Internal Swap Markets Enhance Welfare in Defined Contribution Plans?**
- Project Lead – Eduard Ponds, APG and Tilburg University (Netherlands)
- Co-author – Jiajia Cui, Tilburg University (Netherlands)

**The Freezing of Corporate Pension Plans: Causes and Consequences**
- Project Lead – Irina Stefanescu, Indiana University (United States)
- Co-author – Joshua Rauh, Northwestern University, Kellogg School of Management (United States)
- Co-author – Stephen Zeldes, Columbia University (United States)

**Investment Beliefs that Matter: New Insights into the Value Drivers of Pension Funds**
Academic Research Paper – July 2010
- Project Lead – Kees Koedijk, Tilburg University (Netherlands)
- Co-author – Alfred Slager, Tilburg University (Netherlands)
- Co-author – Rob Bauer, Maastricht University (Netherlands)

**Pension Fund Performance and Risk-Taking under Decentralized Investment Management**
- Project Lead – David Blake, Cass Business School (United Kingdom)
- Co-author – Allan Timmerman, Rady School of Management, UCSD (United States)
- Co-author – Ian Tonks, University of Bath (United Kingdom)
- Co-author – Russ Wermers, University of Maryland (United States)

**Fee Disclosure to Pension Participants: Establishing Minimum Requirements**
- Project Lead – John A. Turner, Consultant (United States)
- Co-author – Hazel Witte, Consultant (United States)
The Canada Supplementary Pension Plan (CSPP): Towards an Adequate, Affordable Pension for All Canadians
• Project Lead – Keith Ambachtsheer, Rotman ICPM (Canada)

Optimal Decentralized ALM
• Project Lead – Michael Brandt, Duke University (United States)
• Co-author – Jules van Binsbergen, Stanford University (United States)
• Co-author – Ralph Koijen, University of Chicago (United States)

Board of Trustee Composition and Investment Performance of US Public Pension Plans
Academic Research Paper – February 2008 • Journal Article – RIJPM, Vol 1, Iss 1, Fall 2008
• Project Lead – Joel Harper, Oklahoma State University (United States)

International Diversification and Labor Income Risk
• Project Lead – Giovanna Nicodano, University of Torino (Italy)
• Co-author – Carolina Fugazza, University of Torino (Italy)
• Co-author – Maela Giofré, University of Torino (Italy)

Pension Reform, Ownership Structure and Corporate Governance: Evidence from Sweden
• Project Lead – Mariassunta Giannetti, Stockholm School of Economics (Sweden)
• Co-author – Luc Laeven, International Monetary Fund (United States)

Identifying and Mobilizing Win-Win Opportunities for Collaboration Among Pension Fund Institutions and their Agents
• Project Lead – Danyelle Guyatt, Mercer Investment Consulting (United Kingdom)

The State of Global Pension Fund Governance Today: Board Competency Still a Problem
Academic Research Paper – June 2007 • Journal Article – RIJPM, Vol 1, Iss 1, Fall 2008
• Project Lead – Keith Ambachtsheer, Rotman ICPM (Canada)
• Co-author – Ronald Capelle, Capelle Associates (Canada)
• Co-author – Hubert Lum, CEM Benchmarking (Canada)

The Performance of US Pension Funds: New Insights into the Agency Costs Debate
Academic Research Paper – April 2007 • Journal Article – RIJPM, Vol 1, Iss 1, Fall 2008
• Project Lead – Rob Bauer, Maastricht University (Netherlands)
• Co-author – Rik Frehen, Maastricht University (Netherlands)
• Co-author – Hubert Lum, CEM Benchmarking (Canada)
• Co-author – Roger Otten, Maastricht University (Netherlands)
ICPM issued an Open Call for Research Papers in January 2010. Relevant macro issues of interest include optimal pension system design, regulation, and collaboration. Micro issues of interest include agency costs, governance and organization design, investment beliefs, risk measurement and management, and strategy implementation. Researchers of these projects will present their findings at upcoming Discussion Forums and may also publish an article in a future issue of the Rotman International Journal of Pension Management. All research papers accepted by the ICPM Research Committee will be posted on the ICPM website.

Asset Allocation and Performance of Pension Funds – in progress
- Project Lead – Martijn Cremers, Yale School of Management (United States)
- Co-author – Rob Bauer, Maastricht University (Netherlands)
- Co-author – Piet Eichholtz, Maastricht University (Netherlands)
- Co-author – Aleksandar Andonov, Maastricht University (Netherlands)
Preliminary research findings were presented at the May 2011 ICPM Discussion Forum.

Structuring Pension Funds and Service Providers to Save 3% per Year – in progress
- Project Lead – Ron Bird, Sydney University of Technology (Australia)
- Co-author – Jack Gray, Sydney University of Technology (Australia)

Investing Social Security Assets in Equities: Procedures to Prevent Political Interference – in progress
- Project Lead – Gordon Clark, Oxford (United Kingdom)
- Co-author – Ashby Monk, Oxford (United Kingdom)

Pension Plan Solvency and Extreme Market Movements: A Regime Switching Approach – in progress
- Project Lead – Mark Freeman, University of Bradford (United Kingdom)
- Co-author – Iain Clacher, University of Leeds (United Kingdom)
- Co-author – David Hillier, University of Strathclyde (United Kingdom)
- Co-author – Malcolm Kemp, Nematiran (United Kingdom)

Explaining the Transition from Single Balanced to Multiple Specialist Managers in the UK Pension Fund Industry – in progress
- Project Lead – David Blake, Cass Business School (United Kingdom)
- Co-author – Allan Timmerman, Rady School of Management, UCSD (United States)
- Co-author – Ian Tonks, University of Bath (United Kingdom)
- Co-author – Russ Wermers, University of Maryland (United States)

Emerging Fiduciary Duties of Major Institutional Investors – in progress
- Project Lead – Ed Waitzer, York University (Canada)
- Co-author – James Howley, Saint Mary’s College (United States)
- Co-author – Keith Johnson, University of Wisconsin (United States)

When do Derivatives Add Value in Asset Allocation Problems for Pension Funds? – in progress
- Project Lead – Michel Vellekoop, University of Amsterdam (Netherlands)
- Co-author – Jiajia Cui, University of Amsterdam and Algemene Pensioen Groep (Netherlands)
- Co-author – Bart Oldenkamp, Cardano Risk Management (Netherlands)
The Journal aims to provide a regular look at the complexity of the strategic governance and management issues faced by leaders within the burgeoning global pension industry.

Through its research funding program and semi-annual discussion forums, ICPM has been producing important new insights into pension system design and into the effective governance and management of pension production and delivery organizations. The Journal will enable ICPM and its twenty-nine Research Partners to greatly accelerate their efforts to share these new insights and discoveries with the global pension community.

The electronic version of the Journal is widely distributed via pension associations around the world and online subscribers at no charge. It is also made available to the media and the international academic community through the University of Toronto Press www.rotman.utoronto.ca/icpm and through the Social Science Research Network www.ssrn.com. A bound printed copy can be purchased for C$50 per copy. To request a print or online copy please contact icpm@rotman.utoronto.ca.

**THEMES / TOPICS TO DATE**

- Pension Funds, Governance and Compensation, Vol 4, Iss 1, Spring 2011
- Rethinking Pension Design and Management in a Post-Financial Crisis World, Vol 3, Iss 2, Fall 2010
- Pension Institutions in the 21st Century: Structure, Governance, and Stakeholder Relations, Vol 3, Iss 1, Spring 2010
- New Insights into Pension Management, Design, and Shareowner Stewardship, Vol 2, Iss 2, Fall 2009
- Investment Beliefs, Risk Management, and Pension Funds, Vol 2, Iss 1, Spring 2009
- Effective Pension Governance: New Insights and Research Findings, Vol 1, Iss 1, Fall 2008

**VIDEO LIBRARY**

**Effective Pensions Governance:**
**The Ontario Teachers’ Story**
RUPM, Vol 1, Iss 1, Fall 2008
  - Claude Lamoureux, Ontario Teachers’ Pension Plan (Canada)

**The Pension Fund Advantage:**
**Are Canadians Overpaying their Mutual Funds?**
RUPM, Vol 1, Iss 1, Fall 2008
  - Rob Bauer, Maastricht University (Netherlands)

**Defeating Short-Termism:**
**Why Pension Funds Must Lead**
RUPM, Vol 2, Iss 2, Fall 2009
  - Ed Waitzer, York University, Stikeman Elliott (Canada)

**Performance-Based Fees and Moral Hazard:**
**Aligning the Interests of Investors and Managers**
RUPM, Vol 3, Iss 1, Spring 2010
  - Jan Bertus Molenkamp, Vrije University, Kempen Capital Management (Netherlands)

**Pension Collaboration: Strength in Numbers**
RUPM, Vol 1, Issue 1, Fall 2008
  - Danyelle Guyatt, Mercer Investment Consulting (United Kingdom)

**Making Pension Boards Work:**
**The Critical Role of Leadership**
RUPM, Vol 1, Iss 1, Fall 2008
  - Roger Urwin, Towers Watson (United Kingdom)

**A Pension for All:**
**Pension Reform in the United Kingdom**
RUPM, Vol 2, Iss 2, Fall 2009
  - Tim Jones, National Employment Savings Trust (United Kingdom)

**Pension Funds as Universal Owners:**
**Opportunity Beckons and Leadership Calls**
RUPM, Vol 4, Iss 1, Spring 2011
  - Roger Urwin, Towers Watson (United Kingdom)

**Does Portfolio Turnover Exceed Expectations?**
RUPM, Vol 3, Iss 2, Fall 2010
  - Danyelle Guyatt, Mercer Investment Consulting (United Kingdom)
THE PROGRAM

Pension and other long-horizon investment institutions play special roles in global and national economies. There is evidence that suggests many governing boards and managements of these financial giants are struggling to keep up with the implications of the growing complexity regarding the investment and administration needs of their many beneficiaries. Key strategic issues have emerged around organization mission, the respective roles of boards and managements, investment beliefs, the management of risk, organization design, and human resource management, including compensation.

Rotman has designed a Board Effectiveness Program to support boards of pension and other long-horizon investment institutions in clarifying their role in addressing these issues. Participants are provided with an integrated framework to critically examine how these issues are linked together, resulting in a toolkit for boards to enhance excellence and success in their institution.

KEY TAKEAWAYS

The Program enables participants to:
• Explore the unique challenges in governing pension and other long-horizon investment institutions.
• Understand fiduciary responsibilities in a 21st Century context.
• Increase transparency and clarity of roles between the board and management.
• Build and strengthen decision-making processes around investment and risk policies and their implementation.
• Guide the organization’s human resources and compensation policies.
• Communicate effectively with the institution’s stakeholders.

WHO SHOULD ATTEND?

This intensive, highly interactive, strategic Program is tailored specifically to those who are, or are soon to become, members of supervisory boards of this type of institution. Participant selection criteria include qualifications, experience, and achieving group diversity.

PROGRAM DATES (each Program runs 4½ days)

Offering I – November 28 through December 2, 2011
Offering II – February 27 through March 2, 2012

PROGRAM FEES

C$6,950 plus tax

To learn more about the Board Effectiveness Program please visit www.rotman.utoronto.ca/icpm.
ICPM sponsors two Discussion Forums annually in the Spring in Toronto and in the Fall at a Research Partner location somewhere else in the world. These highly interactive events provide access to ICPM-sponsored research findings, as well as opportunities for knowledge-sharing and network-building with like-minded Research Partners and pension industry leaders from around the world.

The two 2010 Discussion Forums were both compelling and productive. The Spring Forum (June) held in Toronto delved into Pension Design and the Life-Cycle Model with papers on the relationship between asset mix and aging and on structuring an internal swap market between younger workers and retirees. Three papers addressed the questions of Institutional Investment Beliefs and Organizational Structure Issues in the investment function of pension organizations. A final session addressed the challenge of Taking ‘Shareowner Stewardship’ to the Next Level. This involved the issue of how the ‘say on pay’ challenge should be addressed, and how pension funds can best collaborate on the development and implementation of corporate governance strategies. The Fall Forum (October) was held at the Copenhagen Business School and was co-hosted by ATP. ICPM’s fourth Case Study Climate Change and Pension Funds: Risk, Opportunity, or Distraction? was the subject of heated debate. The politics and economics of climate change were also discussed. The next topic was Risk Management after the Financial Crisis with both the technical and organizational dimensions receiving attention. The final topic was Tomorrow’s Pension Fund with an aspirational focus on the mission of the ideal pension management and delivery organization, and what needs to be done to achieve it.

The agenda for the Spring 2011 Forum (May 16-18) is complete. The Say on Pay Strategies discussion will continue, followed by the question of How Pension Funds Should Pay their Own People. There will be a session that will take an in-depth look at Private Equity Investing both from the outsourcing and in-sourcing perspectives. New research findings will be presented in this session. There are also new research findings to be discussed in the Structure of Public Markets Investments as well as in the Pension Administration Function. In October, the action moves to Washington DC where our co-host will be the World Bank. The Fall 2011 Forum (October 17-19) will see the launch of our fifth Case Study on Dynamic Asset Allocation. The rest of the program is still under construction. We expect that a number of the researchers working on the research projects currently being funded by ICPM (see page 8) will be ready to share their findings.

Presentations, academic working papers, and case studies that are presented during our Discussion Forums are publicly available at no charge on the ICPM website.
DISCUSSION FORUM PARTICIPANTS – 2010

INTERNATIONAL
OECD
Fiona Stewart

World Bank Treasury
John Gandolfo
Sudhir Rajkumar

AUSTRALIA
ACSI - Australian Council of Superannuation Investors
Ann Byrne

Australia Future Fund
Gordon Hagart

Australian Prudential Regulation Authority (APRA)
Kevin Dent
Katrina Ellis

Centre for Investor Education
Melda Donnelly

Challenger Limited
Jeremy Cooper

CP2 Limited
Syd Bone

SunSuper
John Battams
David Hartley
Tony Lally

University of Technology Sydney
Jack Gray

CANADA
AIMCo - Alberta Investment Management Corp.
Leo de Bever

Alberta Local Authorities Pension Plan Corp.
Grant Howell
Rod Matheson
Laurence Waring

Bank of Canada
Meyer Aaron
George Pickering

Caisse de dépôt et placement du Québec
Stéphane Camus
Hélène Jacques
Bernard Morency

CEM Benchmarking
Chris Flynn
Mike Heale
Jody MacIntosh
Terrie Miller

CIRANO
Paul Gauthier

CN Investment Division
Russell Hiscock

CPP Investment Board
Brigid Barnett
David Denison
Steven James
Don Raymond

Healthcare of Ontario Pension Plan (HOOPP)
John Crocker
Jim Keohane

Mercer (Canada) Limited
Jane Ambachtsheer

Ontario Teachers’ Pension Plan Board (OTPP)
Wayne Kazun
Deborah Ng
Barbara Zvan

Rotman ICPM
Keith Ambachtsheer
Ann Henhoefter

Rotman School of Management
David Beatty
Brendan Calder
Alexander Dyck
Roger Martin
Lukasz Pomorski
Glen Whyte

Stikeman Elliott
Edward Waitzer

DENMARK
Copenhagen Business School
Susse Georg
Nis Hoyrup Christensen
Michael Møller
Peter Mølgaaard
Mette Monster
Jesper Rangvid
Mads Stenbo Nielsen
Duncan Wigan

Danish Labour Market Supplementary Pension (ATP)
Ole Beier Sørensen
Chresten Dengsoe
Bjarne Graven Larsen
Michael Preisel
Lars Rohde
Ulla Schjoedt-Hansen

Finansiel Stabilitet
Henrik Bjerre Nielsen

Mercer
Susanna Jacobson

Ministry of Climate and Energy
Lykke Friis

PKA
Peter Damgaard Jensen

FINLAND
Finland State Pension Fund / Valtion Eläkerahasto
Timo Löytyniemi

The Finnish Pensions Alliance
Reijo Vanne

JAPAN
Nomura Research Institute
Sadayuki Horie

THE NETHERLANDS
Algemene Pensioen Groep (APG)
Els Knoope
Rob Lake
Stefan Lundbergh
Eduard Ponds
Peter Vlaar

Cardano Risk Management
Herman Bril

Maastricht University
Rob Bauer

De Nederlandsche Bank
Dirk Broeders

National Commission on Pension Fund Investment Policy and Risk Management
Jan Nijssen

Netspar - University of Tilburg
Kees Koedijk

Northern Star Partners
Petri Kuusisto

PGGM
Else Bos
Marcel Jeukens
Niels Korteveen
Gert-Jan Sikking
Jaap van Dam

Stichting Philips Pensioenfonds
Rogier Otten

Syntrus Achmea Asset Management
Hans Snijders
DISCUSSION FORUM PARTICIPANTS – 2010 (cont’d)

NEW ZEALAND
New Zealand Superannuation Fund
Tim Mitchell
Adrian Orr
David Sara
Catherine Savage

SWEDEN
Sustainable Investment Research Platform
Stockholm
Lars Hassel

Sustainable Investment Research Platform
Stockholm
Lars Hassel

SWEDEN
Swedish Financial Services Authority (FSA)
Malin Bjorkmo

United States National
Pension Fund (AP3)
Erik Valtonen

UNITED KINGDOM
AXA Investment Management UK Limited
Raj Thamotheram

BT Pension Scheme Management Ltd.
Nigel Labram

Climate Bonds Initiative
Sean Kidney

Climate Change Capital
James Cameron

Hermes Focus Asset Management (HFAM)
David Pitt-Watson
Marlon Sahetapy

IIGCC (c/o The Climate Group)
Stephanie Pfeifer

Mercer Investment Consulting (UK)
Danyelle Guyatt

NEST Corporation
Tim Jones

Oxford University Centre for the Environment
Gordon Clark

Railpen Investments
Chris Hitchen

Universities Superannuation Scheme Limited
Roger Gray
David Russell

UNITED STATES
Boston University School of Management
Scott Stewart

CalPERS
Joe Dear
Farouki Majeed

Glass, Lewis & Co
Katherine Rabin

RiskMetrics and ISS Group
Martha Carter

SEIU
Eoin Callan

Society of Actuaries (SOA)
Andy Peterson

State Board of Administration of Florida
Mike McCauley

TIAA-CREF Investment Management
Hye-Won Choi
Scott Evans
Brett Hammond
Erwin Martens

United Food & Commercial Workers Int’l Union
David Blitzstein

University of Maryland
Russell Wermers

University of Wisconsin Law School
Keith Johnson

Washington State Investment Board
Gary Bruebaker
Steve Hill
Stephen Lerch
Theresa Whitmarsh

Graham Pugh, OMERS (Canada);
Chris Hitchen, RailPen (United Kingdom)

David Beatty, Rotman School of Management (Canada);
Else Bos, PGGM (Netherlands);
Joe Dear, CalPERS (United States)
FINANCIAL SUMMARY (all in Canadian Dollars)

OPERATING REVENUE FOR FISCAL YEAR 2010/2011

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Partner Fees</td>
<td>$625,000</td>
</tr>
<tr>
<td>Rotman International Journal for Pension Management</td>
<td>8,234</td>
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<tr>
<td>Other Revenue</td>
<td>7,138</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$640,372</strong></td>
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OPERATING EXPENDITURES FOR FISCAL YEAR 2010/2011

<table>
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<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director Compensation/Travel</td>
<td>$137,998</td>
</tr>
<tr>
<td>Planning and Operations Support</td>
<td>135,629</td>
</tr>
<tr>
<td>Rent and Utilities</td>
<td>36,503</td>
</tr>
<tr>
<td>Events:</td>
<td></td>
</tr>
<tr>
<td>June 2010 ICPM Discussion Forum</td>
<td>47,747</td>
</tr>
<tr>
<td>October 2010 ICPM Discussion Forum</td>
<td>43,585</td>
</tr>
<tr>
<td>Board Meetings</td>
<td>3,801</td>
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<tr>
<td>Research:</td>
<td></td>
</tr>
<tr>
<td>Research Funding</td>
<td>265,261</td>
</tr>
<tr>
<td>Rotman International Journal of Pension Management</td>
<td>57,022</td>
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<tr>
<td>ICPM Professorship in Pension Management</td>
<td>20,000</td>
</tr>
<tr>
<td>PR/Marketing/Website</td>
<td>15,160</td>
</tr>
<tr>
<td>Office Supplies and Services</td>
<td>13,128</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$775,462</strong></td>
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</tbody>
</table>

EXCESS REVENUE FOR FISCAL YEAR 2010/2011 ($-135,462)

ACCUMULATED EXCESS REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>As at Beginning of the Year</td>
<td>$328,378</td>
</tr>
<tr>
<td>As at End of the Year</td>
<td>$192,916</td>
</tr>
</tbody>
</table>
The Rotman ICPM Board of Directors approves and oversees the implementation of the strategic and operating plans of the Centre. The ICPM Board is comprised of internationally recognized academic and pension industry leaders with an interest in seeing ICPM achieve its vision. The Board holds quarterly board meetings and its members attend the Discussion Forums each year.

- Stefan Lundbergh (ICPM Research Committee Chair), Algemene Pensioen Groep (Netherlands)
- Jaap van Dam, PGGM (The Netherlands)
- Alexander Dyck, Rotman School of Management (Canada)
- Jack Gray, Centre for Capital Market Dysfunctionality, Sydney University of Technology (Australia)
- Brett Hammond, TIAA-CREF (United States)
- Steven James, Canada Pension Plan Investment Board (Canada)
- Ole Bejer Sorensen, ATP (Denmark)
- Leo de Bever, Alberta Investment Management Corporation (Canada)
- Syd Bone, Victorian Funds Management Corporation (Australia)
- Else Bos, PGGM (Netherlands)
- Theresa Whyte, Rotman School of Management, University of Toronto (Canada)
- Barbara Zvan, Ontario Teachers’ Pension Plan (Canada)

We would like to thank outgoing directors, Rob Bauer (Netherlands) and Syd Bone (Australia) for their contributions and welcome Tony Lally from Sunsuper (Australia) and Tim Jones from National Employment Savings Trust (United Kingdom) to the Board of Directors.

The ICPM Research Committee evaluates proposals resulting from the ICPM Call for Research Papers and monitors progress to completion on the research projects that received funding. The Research Committee meets twice yearly and attends the semi-annual Discussion Forums each year.

- Stefan Lundbergh (ICPM Research Committee Chair), Algemene Pensioen Groep (Netherlands),
- Jaap van Dam, PGGM (The Netherlands)
- Alexander Dyck, Rotman School of Management (Canada)
- Jack Gray, Centre for Capital Market Dysfunctionality, Sydney University of Technology (Australia)
- Brett Hammond, TIAA-CREF (United States)
- Steven James, Canada Pension Plan Investment Board (Canada)

In February 2010 ICPM issued a Research Call for Papers. We received forty-two submissions of intent and eighteen were asked by the Research Committee to submit Full Proposals for review. Seven were approved for funding. The seven combined funding requests totaled over $571,500. Awards were made totaling $385,000. Research Liaisons were assigned to each funded project. Our goal is to provide a valuable link between the academic research currently being funded by ICPM and the practical challenges our Research Partners face. We are convinced that the Research Liaison will help researchers strengthen their projects by providing a good understanding of the practitioners’ reality.