

June 12, 2020

Dear Mr./Ms.,

The Investor Leadership Network (ILN) is an international, independent and private platform launched in 2018 as an outcome of Canada's presidency of the G7. It brings together fourteen global institutional investors, with US\$5 trillion in assets under management, who share a long-term vision and are committed to contributing to the transition to a more prosperous, inclusive, sustainable and fair economy. Together, we are determined to act as a strong, united and persuasive voice advocating for greater gender diversity and inclusion within our own firms, our public and private holdings, external managers we partner with, and the broader global investment industry.

In particular, we value good governance and see it as a prerequisite for strong performance. Investment decisions are improved through more effective debate, informed by the breadth of knowledge and the experience that diverse boards and executive management teams bring to the table. Accordingly, we are committed to working together to accelerate progress on achieving better gender balance in spheres where we have collective influence.

The ILN member firms collectively share best practices, our current standing, and provide regular updates and discussions on our progress. Additional spheres include active management and stewardship activities such as exercising voice through proxy voting and monitoring and engaging with external managers and investee companies, across industries and geographies.

The COVID-19 crisis impacts markets and communities with profound implications for business practices, including human capital management. However, advancing gender diversity remains a key priority for the ILN and we continue to turn our collective commitment into action. To that end, we will address five areas of focus in the coming years.

External Managers:

1. Engage external managers on gender representation and gender diversity and inclusion practices within their organizations and monitor progress through pre-investment and post-investment activities.

Public Investments:

2. Review and publish, where appropriate, amended guidelines related to proxy voting practices with a view of enhancing gender diversity at the board.
3. Engage with Board Chairs, Nominating Committee Chairs and Senior Management on enhancing women's representation at the board and executive level.

Private Investments:

4. Engage with portfolio companies on gender diversity and inclusion policies and practices through pre-investment and post-investment activities.
5. Actively advocate for and work toward increasing the number of women directors on boards and at the executive level.

We believe it is our collective responsibility to actively engage and advocate for progress on gender diversity with respect to the above five principle-based statements.

We ask that you recognize and support us in our journey towards greater gender diversity and inclusion within our own firms, at our investee company holdings, and across the broader global investment industry.

Sincerely yours,



Kevin **UEBELEIN**
Chief Executive Officer
AIMCo



Dr. Claus **STICKLER**
Managing Director and Global Co-Lead
Allianz Investment Management



Ronald **WUIJSTER**
Chief Executive Officer
APG Asset Management



Dominique **SENEQUIER**
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Jean **RABY**
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