



Investment Mandate: Request for Proposal (RFP)

Summary

The Trottier Family Foundation, the Concordia University Foundation, the Skagit Environmental Endowment Commission, the Foundation of Greater Montreal, the Sitka Foundation, the Consecon Foundation and two private trusts (the “Co-investors”) are inviting asset managers to the first Canadian ESG competition (the “Great Canadian ESG Championship”).

The Co-investors are seeking proposals for the management of funds totaling \$75 million, integrating ESG considerations, which will be awarded through 3 categories:

1. Equity and/or fixed income
2. Alternatives
3. Multi-assets

The Co-investors all believe that, as asset owners, they have a fiduciary responsibility to manage risks and opportunities and achieve solid financial returns while taking into account the social and environmental outcomes of their investments.

While the market for funds labelled as integrating environment, social and governance (ESG) considerations, sustainable investing, responsible investing, green, or impact investing has grown exponentially, it remains challenging for asset owners to assess and differentiate between the quality of these offerings. Through this competition, our aim is two-fold:

- Identify the best ESG or responsible investing approach, and award asset managers with substantial asset management mandates;
- Publicly promote leaders in ESG asset management to inform the broader asset owner community of these opportunities and to inspire best practices.

With this competition, the Co-investors seek to accelerate the integration of ESG considerations into investments and promote the emergence of new options for Canadian asset owners. The Co-investors hope to do so publicly by awarding the top ESG managers with investment mandates.

The Co-investors welcome proposals from a variety of asset managers, from boutique management funds intentionally seeking out start-ups with solutions, to large funds moving markets and transnational companies via their stewardship. The Co-investors recognize that there

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will be trade-offs between different approaches. The Co-investors are seeking asset managers that are supportive of their objectives and compliant with their investment policies (or are willing to actively work to comply over time).

The Co-investors will be looking for asset managers with demonstrated leadership in integrating ESG considerations in their investment process, leading-edge stewardship activities, and track records of active ownership, as well as transparency in disclosure. In addition, the Co-investors aim to identify asset managers who actively incorporate sustainability practices into their own organizations by taking action on global systemic issues such as climate change and diversity, equity and inclusion.

The key request is to ‘impress us!’ The Co-investors wish to put the spotlight on the leaders in the ESG or responsible investing space and to this end will be taking a transparent approach to asset manager selection.

The mandate

Invested capital sum(s):

The total invested capital available is up to \$75M through the following group of Co-investors:

- The Trottier Family Foundation \$15M;
- The Concordia University Foundation \$15M;
- The Skagit Environmental Endowment Commission \$12M;
- The Foundation of Greater Montreal \$10M;
- The Sitka Foundation up to \$10M;
- The Consecon Foundation \$5M;
- A private trust up to \$6M;
- And another private trust \$2M.

We are also in discussions with other asset owners about potentially joining the group of Co-investors.

Qualifying criteria

To qualify as a participant for the Great Canadian ESG Championship, asset managers must:

- 1) be registered under Canada’s provincial and territorial securities regulators and;
- 2) be a Canadian listed United Nation Principle for Responsible Investments (UN-PRI) signatory.

An exception is made for emerging asset managers and alternative asset funds that are not yet UN-PRI signatories but have done tremendous work integrating ESG considerations, which is part of their DNA. The minimum requirement for emerging asset managers and alternative funds to qualify is to have a responsible investment policy.

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Guiding principles

- Return on Investment: Reasonable financial return over the long-term with maximum impact on social and environmental sustainability
- Geography: No restriction with a preference for Canadian exposure when possible
- Exclusions: Level of alignment with the [IFC exclusion list](#). Including, but not limited to: controversial weapons (land mines, cluster bombs, etc.), tobacco, gambling, casinos and equivalent enterprises. Please refer to the Co-investors' investment policies for additional exclusions to be considered (e.g. the Trottier Family Foundation has a divestment policy for oil, coal and natural gas).
- Asset classes: there will be three prize categories. Please select in which category you would like to submit your proposal (one proposal for consideration in 2 categories maximum, categories 1 and 3 cannot be combined):
 1. Equities and/or fixed income
 2. Alternatives
 3. Multi-asset
- Time horizon: long-term, high-conviction investor
- Liquidity and cash generation: Some short-term liquidity will be required with an option for substantial (>50%) liquidity within ten years.
- Reporting currency: CDN\$ dollar
- Fees: All fees and charges must be transparent and explicit.
- Scalability: The investment strategy should be scalable to test the hypothesis that other pools of capital could join.
- Responsible investing considerations: The investment strategy should have intentional social and environmental impact, high standards of ESG integration, responsible investment governance and expertise, active ownership activities, including engagement and voting activities, and reporting. While being agnostic on impact themes, e.g. specific SDGs, the asset managers are expected to demonstrate support of the Co-investors objectives and comply with their investment policies (or be willing to actively work to comply over time). We have hired an independent ESG consulting firm, Millani, to evaluate responsible investing considerations.
- Scope of work: The appointed asset manager(s) will be expected to provide investment management services over the lifespan of the mandate, subject to reasonable performance clauses. This includes the provision of reports required to monitor and evaluate the performance of the portfolio, both in terms of financial performance as well as the impact of ESG considerations on the portfolio.

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Process

Step #1. Proposal submissions

The Co-investors are advertising this Request for Proposals (“RFP”) publicly and invite any asset managers who meets the qualifying criteria to submit a proposal for this investment mandate. A total invested capital amount of \$75M is made available. The asset management firm must select in which categories it is competing: 1. equity and /or fixed income, 2. alternatives and 3. multi-assets. Please note that it is not possible to submit a proposal for categories 1 and 3 at the same time. However, categories 1 and 2 as well as 2 and 3 can be combined.

To submit a proposal, asset managers will have to confirm their **intention to submit** before February 23, 2022. The intention to submit can be a short one sentence email to esg@trottierfoundation.com with the heading ‘Intention to submit to ESG Championship’. Proposals can be submitted in either French or English.

It is possible to send a list of clarification questions before February 16, 2022. All questions should be submitted by email at esg@trottierfoundation.com. A consolidated document with answers to questions received will be sent via email to all asset managers who confirmed their intention to submit a proposal.

Important note: Given capacity constraints and to make sure the process is equitable, we will not allow asset managers to personally reach out to Co-investors or seek time for presentations. The Co-investors will not meet or speak with investment managers directly.

Step #2. Proposal analysis

The Co-investors have engaged ESG and finance experts firms, Millani and Normandin Beaudry, to independently verify the selection process. With their support, the Co-investors will identify a shortlist with the finalists in each of the three categories.

Step #3. Presentations at public event

The finalists will be invited to present their proposals at a dedicated public event (in person if allowed by health authorities and with virtual participation) which will include the Co-investors, trustees, stakeholders, and like-minded asset owners wishing to learn more and/or potentially also join the group of investors. A combined vote from a judge panel and/or the participants in the public event and the Co-investors will determine the winners.

Step #4. Formal due diligence process

Once the winners are chosen in each category, the ESG and finance experts’ firms, Millani and Normandin Beaudry, will provide Co-investors with the results of their thorough due diligence process. The final decision to invest will be made by each of the Co-investors investment committees (as a matter of fiduciary duty).

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Step #5. Winners awarded

We anticipate publicizing and drawing attention to the Great Canadian ESG Championship and its winners. We will feature the winners and short-listed candidates in a 'state of the sector' report in line with our desire to share key learnings and signal to the market what emerging best practices and asset owners' expectations look like.

To submit a proposal, your firm must consent to this public process.

Key dates

RFP released	February 9, 2022
Deadline to submit questions	February 16, 2022
Intention to submit and clarification deadline	February 23, 2022
Submission deadline	March 9, 2022
Proposal evaluation	March-April
Notice of award shortlist	May 11, 2022
Presentations by shortlisted bidders @ Public event	June 2, 2022
Final proposal evaluation	June and July, 2022
Legal revision of contracts	July, Sept 2022
Winner identification and contract awarded	September, 2022

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Proposals

Completed proposals should include:

1. A covering letter with a general presentation of the firm and management teams
2. Investment strategy selected: please indicate all mandates for which you are proposing your services (category 1 and 3 cannot be combined):

Asset Class	Proposing a Strategy (Yes/No)
Category #1: Equity and/or fixed income i.e. Canadian equity, global equity, Canadian bonds	
Category #2: Alternatives i.e. real estate, infrastructure, hedge funds, private debt, private equity, etc.	
Category #3: Multi-assets i.e. combining multiple asset classes	

Appendix A - ESG Criteria

Please answer the following questions, in a Q&A format, clearly identifying the question with its number.

1. Responsible Investment Governance
 - 1.1. UN-PRI Signatory
 - 1.1.1. Is your organization a signatory to the United Nation Principles for Responsible Investment (UN-PRI)?
 - 1.1.2. If so, please provide your latest UN-PRI report and score.
 - 1.2. Policy
 - 1.2.1. Please provide a link to your organization's responsible investment (RI) policy and indicate the percentage of assets covered by the scope of this policy.
 - 1.3. Public Support
 - 1.3.1. Does your organization publicly support and endorse responsible investing? Please provide a link to demonstrate this support, if applicable.
 - 1.4. Oversight
 - 1.4.1. Please describe your organization's governance structure for RI activities and specify your organization's resources dedicated to RI.
 - 1.5. Expertise

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- 1.5.1. Please provide an overview of your employees' expertise regarding RI, including years of relevant experience, and examples of courses completed or being completed by your employees, if applicable.
- 1.6. Link to Employees' Compensation
 - 1.6.1. Please describe how your organization links RI objectives to employees' compensation, if applicable.
2. Responsible Investment Governance
 - 2.1. Systemic ESG Issues
 - 2.1.1. Please describe your organization's strategy to addressing systemic ESG issues within the investment process and provide at least three examples of how your strategy is implemented.
 - 2.2. ESG Integration in investment process: Pre-investment phase
 - 2.2.1. Please describe how your organization conducts its research regarding ESG topics and provide at least three examples of instances where ESG factors guided your organization's investment decisions.
 - 2.3. Exclusions
 - 2.3.1. Does your organization have firm-wide exclusions? If so, please (i) describe your exclusion strategy; (ii) list any firm-wide exclusions and (iii) describe exclusion options available to clients. Please share at least three examples of how you have applied your exclusion strategy over the last three years.
 - 2.4. Positive Screening
 - 2.4.1. Does your organization use positive screening? If so, please describe your positive screening strategy and at least three examples of how you have applied your positive screening strategy over the last three years.
 - 2.5. ESG Integration in investment process: Post-investment risk management phase
 - 2.5.1. Does your organization have a risk management process for ESG-related risks? If so, please describe your risk management process and provide examples of how these risks are managed within your organization.
 - 2.6. External managers and subadvisors
 - 2.6.1. Does your organization allocate assets to external managers? If yes, please describe how your firm integrates ESG factors into the process of selecting, appointing and monitoring of external managers.
3. Active Ownership
 - 3.1. Shareholder engagement strategy (if applicable to asset class)
 - 3.1.1. Please describe your organization's engagement strategy, goals, and its engagement activities in each of the last three years, if applicable. Please provide a copy of your engagement policy, if applicable.
 - 3.1.2. Please describe your participation in collaborative engagement initiatives and your engagement activities with policy makers over the last three years. Specify your role and details of your contribution to the initiatives/engagement activity.

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4. Proxy voting (if applicable to asset class)
 - 4.1. Please provide your proxy voting process.
 - 4.2. Are proxies executed according to in-house guidelines or a voting service provider's guidelines? If service provider guidelines are used, please identify the guideline set. If your organization has a proxy voting policy, please provide a copy.
 - 4.3. Provide at least three examples of how your proxy voting activities aligned with your voting policy and any voting rules related to ESG factors. Please indicate if your voting results are made public (with link).
 - 4.3.1. Please indicate the percentage of shareholder proposals you supported annually over the last three years.
5. Reporting
 - 5.1. Please describe your RI reporting strategy to stakeholders and clients, including reporting related to climate and impact/sustainability outcomes.
6. Other
 - 6.1. Climate Strategy
 - 6.1.1. Please describe your organization's strategy for addressing climate-related risks and opportunities and provide at least three examples of how the strategy is implemented in investment decisions.
 - 6.2. Diversity, equity and inclusion
 - 6.2.1. Please provide a list of diversity metrics tracked across your portfolios.
7. Additional Information and supporting documents:
 - 7.1. Please provide links (or attach) any additional information, reports or documentation to support your leadership as a responsible investor. Kindly attach all policies and documents relevant to the responsible investing (investment policy, responsible investment or ESG policy, proxy voting policy, proxy voting records, engagement policy, climate change policy, responsible investment reporting to clients, etc.) to your proposal submission.

Appendix B - Financial information

Please answer the following questions, in a Q&A format, clearly identifying the question with its number.

1. Organization
 - 1.1. Please describe the firm's ownership structure. If applicable, please describe changes to the ownership structure over the last 5 years and/or expected to occur within the next 12 months.
 - 1.2. What percentage of the firm is employee-owned? How many employees are shareholders of the firm?
 - 1.3. Is the firm registered in Canada and if so, in which provinces is the firm registered? Where are the firm's headquarters located?

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- 1.4. Please indicate if you have a DE&I policy and describe your actions to promote diversity and inclusion, including gender and racial diversity, amongst employees, portfolio managers and senior management within your firm.
- 1.5. Please provide the following information as at year-end for the previous five years (2017 to 2021).

	Assets under Management (In millions)		Clients (institutional only)		Investment professionals
	Retail	Institutional	Number of clients	Number of Canadian clients	Number of investment professionals
2021					
2020					
2019					
2018					
2017					

- 1.6. Please provide the following information as at year-end for the previous five years (2017 to 2021).

	Clients gained		Clients lost*	
	Number	Dollars (\$ millions)	Number	Dollars (\$ millions)
2021				
2020				
2019				
2018				
2017				

* Provide the reasons for termination of mandate to 2021).

- 1.7. Please provide the current breakdown of assets under management per asset class as of December 31, 2021.
- 1.8. Please describe your firm’s compliance process and personnel.
- 1.9. Please provide details of any material legal or regulatory actions against your firm in the last 4 years.
- 1.10. Please provide contact details for 3 client references.
2. Investment management team and strategy (please answer the following section per proposed strategy)

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- 2.1. Please provide a description of the team and the team members' biographies (including location, years of experience at the firm and in the industry)?
- 2.2. How long have senior team members worked together?
- 2.3. Please list the departures and hires of investment professionals involved in managing the portfolios over the last 5 years.
- 2.4. Describe the team's compensation structure and whether compensation is tied to investment performance.
- 2.5. At what point would you close the strategy to new investors? Please describe your approach in managing the capacity of the strategy.
- 2.6. Please identify key features of this strategy that you believe differentiate it from those of your competitors.
- 2.7. Please provide the following information as at year-end for the previous five years (2017 to 2021). Please include all vehicles under this strategy.

	Assets under management (in millions)		Clients (institutional only)	
	Retail	Institutional	Number of clients	Number of Canadian clients
2021				
2020				
2019				
2018				
2017				

- 2.8. Please provide the following information as at year-end for the previous five years (2017 to 2021). Please include all vehicles under this strategy.

	Clients gained			Clients lost*		
	Number	Dollars (\$ millions)	% of Strategy AUM	Number	Dollars (\$ millions)	% of Strategy AUM
2021						
2020						
2019						
2018						
2017						

* Provide the reasons for termination of mandate.

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3. Investment process (please answer the following section per proposed strategy)
 - 3.1. Please describe the investment process of the strategy and any changes to the process since inception. Including the research process, decision-making process and the risk management process.
 - 3.2. Please provide the target and actual portfolio turnover level.
 - 3.3. Please provide the creation date of the strategy.
 - 3.4. Please provide the typical investment policy for the strategy with its guidelines, benchmark, target return and risk constraints.
 - 3.5. For the category #1 (equity and/or fixed income) and #3 (multi-assets)
 - 3.5.1. For Canadian bonds strategy (or equivalent)
 - 3.5.1.1. Provide a detailed description of the credit analysis and investment process.
 - 3.5.1.2. Please describe how issuer and sector analysis is allocated among the investment team members.
 - 3.5.1.3. Description of internal credit rating systems.
 - 3.5.1.4. Expected source of value-added contribution.
 - 3.5.1.5. Please describe your use of derivatives and leverage.
 - 3.5.2. For the private debt strategy (or equivalent)
 - 3.5.2.1. Provide a detailed description of the fund's structure (open-end or closed-end).
 - 3.5.2.2. Please provide a detailed example of the credit due diligence process for a specific position, preferably one of the portfolio's top positions. If you apply an internal credit rating system, please describe it.
 - 3.5.2.3. What are your primary sources of deal flow? What is your breakdown of sponsored vs non-sponsored deal flow?
 - 3.5.3. For the Canadian and global equity strategies (or equivalent)
 - 3.5.3.1. Please describe what defines your active management approach and resulting portfolio versus the benchmark, including expected sources of value-added.
 - 3.5.3.2. Please describe your use of derivatives and leverage.
 - 3.5.3.3. Please describe your investment style.
 - 3.6. For the category #2 (alternatives) and #3 (multi-assets)
 - 3.6.1. For direct real estate, infrastructure strategies and private equity strategies (or equivalent)
 - 3.6.1.1. Provide a detailed description of the fund's structure (open-end or closed-end).
 - 3.6.1.2. Please describe your deal sourcing capabilities.
 - 3.6.1.3. Please describe your deal due diligence and structure processes.
 - 3.6.1.4. Please describe your asset valuation policies.
 - 3.6.1.5. Please describe your use of derivatives and leverage.
 - 3.6.1.6. Please describe your process for the management of portfolio assets.
 - 3.6.1.7. Please describe the fund's unit distribution, subscription and liquidation/redemption processes.
 - 3.6.1.8. Expected sources of value-added contribution.

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- 3.6.2. For hedge funds
- 3.6.2.1. Provide a detailed description of the fund’s structure (fund of funds structure, domicile of the fund, etc.).
 - 3.6.2.2. Please describe your process for the management of the exposure to different strategies (long/short positions, market neutral, arbitrage, event-driven, global macro, managed futures, etc.) and the associated risk profile of your strategy.
 - 3.6.2.3. Please describe your use of leverage, margin buy/sell and other derivatives.
 - 3.6.2.4. Please describe the fund’s unit distribution, subscription and liquidation/redemption processes.
 - 3.6.2.5. Expected sources of value-added contribution.
4. Portfolio Characteristics as at December 31, 2021 (Canadian Bonds)
- 4.1. Please provide the following portfolio characteristics of a representative portfolio for your Canadian bond strategy:

YTM	
Duration	
Number of securities	
Weight of 10 most important corporate issues	
Derivatives weight if any	
Credit rating allocation	
<ul style="list-style-type: none"> ■ Money market and cash ■ Federal Bonds ■ Provincial Bonds ■ Municipal Bonds ■ Corporate Bonds ■ Other (please provide a description of other securities) 	

- 4.2. Please also provide the portfolio’s foreign currency exposure and currency hedging strategies.
 - 4.3. Are private investments allowed in the portfolio (and current weight). Please describe any criteria used to monitor liquidity of such private investments.
5. Portfolio Characteristics as at December 31, 2021 (Private Debt)
- 5.1. Please provide the following portfolio characteristics of a representative portfolio for your proposed private debt strategy:

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Average coupon	
YTM	
Portfolio term allocation <ul style="list-style-type: none"> ■ Portfolio average ■ 1-5 years ■ 5-10 years ■ 10-20 years ■ 20+ 	
Allocation by industry sector (GICs)	
Allocation by loan type <ul style="list-style-type: none"> ■ Senior Debt ■ Unitranche ■ Junior / Subordinated ■ Mezzanine ■ Others 	
Number of loans in portfolio and number of issuers	
Weight of public vs private loans in portfolio <ul style="list-style-type: none"> ■ Public (rated debt) ■ Private 	
List the top 5 issuers in the fund and their respective weight	
Target and current average leverage/EBITDA	
Current cash allocation	
Percentage of floating rate loans	
Percentage of non-performing loans	

6. Portfolio Characteristics as at December 31, 2021 (Canadian and Global Equity)
- 6.1. Please provide the following portfolio characteristics of a representative portfolio for your proposed Canadian and global equity strategies (please add country allocations):

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Number of holdings	
Dividend yield	
Cash allocation	
Active share	
10 most important holdings with their weight	
Turnover rate of the portfolio	
Allocation by market cap and deviations to the benchmark for Global Equities <ul style="list-style-type: none"> ■ More than 100 B\$ ■ Between 50 and 100 B\$ ■ Between 20 and 50 B\$ ■ Between 5 and 20 B\$ 	
Allocation by market cap and deviations to the benchmark for Canadian Equities <ul style="list-style-type: none"> ■ More than 50 B\$ ■ Between 15 and 50 B\$ ■ Between 7.5 and 15 B\$ ■ Between 1.5 and 7.5 B\$ ■ Less than 1.5 B\$ 	
Allocation by sector (including REITs separately, 11 GICS)	
Derivatives weight if any	
Price to book ratio	
Price to earnings ratio	
Brief explanation of why it would be considered a defensive strategy	
Please provide the portfolio's foreign currency exposure.	

7. Portfolio Characteristics as of December 31, 2021 (Direct Real Estate, Infrastructure and Private Equity)

7.1. Please provide the following portfolio characteristics of a representative portfolio of your proposed direct real estate and infrastructure strategies:

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Type and number of assets	
Capitalization rate (cash yield)	
Cash allocation	
Leverage level	
Average holding period	
Percentage of fully owned assets	
Geographical allocation	
Sectorial allocation	
Percentage of non-Core assets in portfolio	
Please provide the portfolio's foreign currency exposure.	

8. Portfolio Characteristics as at December 31, 2021 (Hedge Funds)

Type and number of assets	
Leverage level	
Allocation by type of strategies	
<ul style="list-style-type: none"> ■ Long/short positions ■ Market neutral ■ Arbitrage ■ Event-driven ■ Global macro ■ Managed futures ■ Others 	

9. Performance (please answer the following section per proposed strategy)

9.1. Please provide gross performance over the past 1, 3, 5 and 10 years (and since inception) ending December 31, 2021. If not available, please provide back-tested returns of your proposed strategy with the appropriate CFA Institute's compliant disclosures.

10. Fees and client services

- 10.1. Please provide a description of your base fee schedule per strategy.
- 10.2. Please calculate the fees for the following mandates: \$5M; \$10M; \$15M; \$30M; \$50M for each of the proposed investment strategy/category.
- 10.3. Please provide your various fee schedules and minimum investments (or minimum fee) per strategy, if applicable.
- 10.4. Please describe **ANY** other fees that could be charged in addition to the fees outlined above, such as performance, brokerage, sub-advisor, custody or other operational fees.

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- 10.5. Please provide the location and experience of your client service managers.
- 10.6. Would the client service managers be prepared to meet interested Co-investors annually in-person?
- 10.7. Please provide a sample quarterly client report and compliance report.
- 10.8. Please provide any comments on the Co-investors' investment policies.

Legal disclaimers

- The Co-investors reserve the right to reject any and all proposals, with or without cause, and accept proposals that are considered most favourable. Nothing in this RFP, the qualification to submit, nor the proposal submission shall obligate the Co-investors to complete negotiations with respondents even if awarded as the champion of a category.
- To make sure the competition is fair and transparent, any attempt to contact Normandin Beaudry, Millani or any participating Co-investors taking part in this RFP could be a criteria to exclude an asset manager from the competition.
- The Great Canadian ESG Championship and/or the Co-investors are not liable for any costs incurred by respondents in replying to this RFP or in connection with any interviews or negotiations relating to this RFP.
- The Great Canadian ESG Championship and/or Co-investors reserve the right to modify the key dates and in doing so will update those who have been provided this RFP.
- Asset managers that are selected as finalists through the process must agree to join the public event (either in person or virtually) and investment managers must agree to public recognition that stems from this event and process.

Investment policies

The Trottier Family Foundation

- Trottier has a divestment policy for oil, coal and natural gas. Please see investment strategy details here: <https://www.trottierfoundation.com/investments>

The Foundation of Greater Montréal

- <https://fgmtl.org/wp-content/uploads/2021/11/FGMIFs-Investment-Policy-updated-on-October-20-2021.pdf>
- <http://fgmtl.org/wp-content/uploads/2021/12/FGMs-Responsible-Investment-Strategy.pdf>

The Concordia University Foundation:

- https://www.concordia.ca/content/dam/concordia/services/financial/docs/CUF_Investment_Policy.pdf

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The Skagit Environmental Endowment Commission:

- <https://drive.google.com/file/d/10HQ00yyP7CsELIObwmccfxuVVWmdPEJ6/view?usp=sharing>

Next steps

All communications should be directed by email to esg@trottierfoundation.com

- Please submit your clarification questions before February 16, 2022.
- A compilation of all questions received will be made available in a Q&A document.
- The Q&A will be sent to all applicants that have confirmed their intention to submit a proposal before February 23, 2022.
- The deadline for submission of a proposal is March 9, 2022. Please submit by email (preferably) or by mail (although we don't like wasting paper) at 1095 rue Saint Alexandre, Suite #101, Montréal, Québec H3B 1P5, Canada

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