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**Policy Sponsor:** CHRO and Human Resources

**Summary:** Describes the process and roles of the OAC Board and Management in the recruitment of the Enterprise Senior Leadership Team, other than the CEO and Chief Auditor. **This policy must be approved by the Leadership Resources and Compensation Committee (LRCC).**

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## 1. APPLICATION AND AUTHORITIES

Hiring and promoting the best is one of OMERS key human resources strategies. It is facilitated by the use of a clear recruitment process. This policy describes the responsibilities relating to the recruitment of the Enterprise Senior Leadership Team, other than the CEO, as set out in the LRCC mandate, as well as the recruitment of the Chief Auditor, as set out in the Audit Committee mandate.

The OAC Board has delegated to the CEO responsibility for all recruitment, subject to the oversight of the LRCC or the Audit Committee, as applicable, and the OAC Board, as set out below.

## 2. RECRUITMENT PROCESS

The CEO, with assistance from the hiring executive (if applicable) and the CHRO, must:

- recommend any new recruitment for the Enterprise Senior Leadership Team to the LRCC and any new recruitment for the Chief Auditor to the Audit Committee;
- provide regular updates on recruitment activity to the LRCC or Audit Committee, as applicable;
- develop the job profile;
- determine the sourcing strategy to identify candidates, including the selection and retention of a search firm, if one is to be used;
- review long lists of candidates;
- select and interview short-listed candidates;
- negotiate proposed terms of employment;
- recommend to the LRCC or Audit Committee, as applicable, a final candidate and employment terms; and
- conduct reference and background checks.

The LRCC, in the recruitment for the Enterprise Senior Leadership Team other than CEO, and the Audit Committee, in the recruitment for the Chief Auditor, respectively, exercise their oversight function by:

- reviewing each proposed recruit by the CEO and making a recommendation to the OAC Board;
- reviewing updates on recruitment activity, as applicable;
- identifying up to three Directors to interview the CEO's recommended candidate, as applicable, and provide information regarding the candidate to their respective Committee; and
- reviewing the CEO's recommended candidate and proposed employment terms and providing a recommendation to the OAC Board.

The OAC Board exercises its oversight function by:

- approving the recruitment recommended by the LRCC or the Audit Committee, as applicable;
- approving the candidate and terms of employment recommended by the LRCC or the Audit Committee, as applicable.

### HISTORY

Effective Date: November 18, 2010  
Approval Dates: February 2002, September 21, 2007, February 17, 2009, November 18, 2010  
Next Scheduled Date for Review: June 2012