

# Investment Office 2022-23 Strategic Initiatives Update

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# INVO 2022-23 Roadmap



## Identify Goals & Purpose

Developed Investment Office (INVO) Annual Business Plan through the lens of Innovation and Resiliency



## Nine Strategic Initiatives Selected

Aligned Initiatives with INVO's four Pillars to lay the groundwork for a best-in-class investment office



## Leadership & Collaboration

INVO Executives led initiatives over and above their core function to foster collaboration and accountability



## Demonstrated Abilities

Successfully fostered new ideas.  
Progressed initiatives in light of competing demands and shifting market dynamics

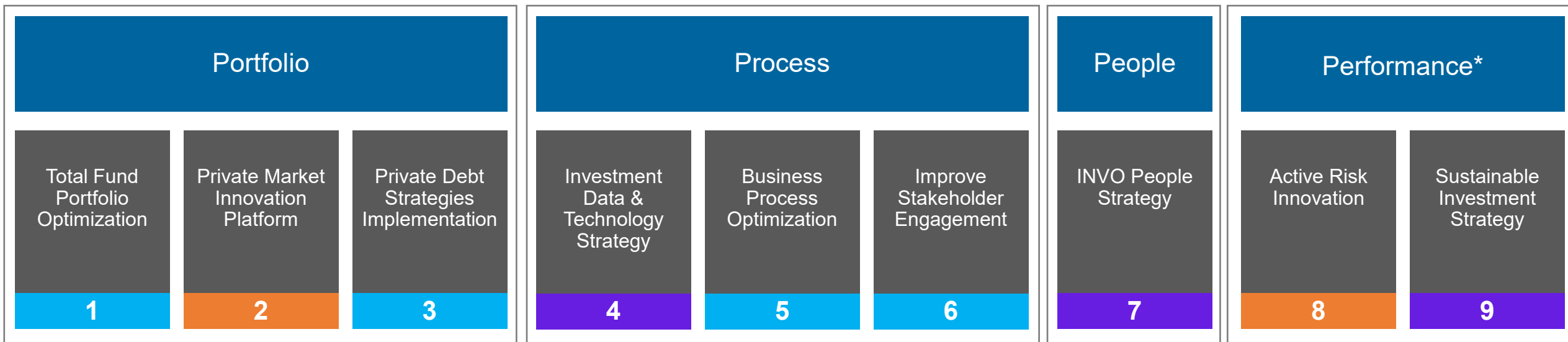


## Outcomes & Lessons Learned

Harnessed internal abilities to make progress while identifying the areas that need more effort

# Our Commitment, Focused on Innovation & Resiliency

← 9 Strategic Initiatives, 22 workstreams, 85 cross-asset class and program area team members →



■ Innovation    
 ■ Resiliency    
 ■ Innovation & Resiliency

# Highlights and Accomplishments: Portfolio

- Committed \$1B to Fund Investor Entrepreneurship and Innovation
- Established Private Debt Asset Class as a result of Strategic Asset Allocation (SAA)
- Performed a deep dive of fee structures in Real Assets portfolio to better align with performance outcomes
- Global Fixed Income (GFI) deployed 5% (\$20b) Emerging Market Debt in alignment with SAA targets
- Consolidation of the Private Equity and the Growth & Innovation pipelines
- Completed \$3.9b of co-investment in Private Equity since December 2022
- Enhanced modeling of longer-term liquidity
- Internal Financing Strategies identified \$100M+ of additional value-add opportunity

# Highlights and Accomplishments: Process

- Policy updates for Private Markets to align delegation with SAA (June & November IC 2022)
- CIO Dashboard / Metrics
- Implemented GFI Emerging Markets Strategy aligned with SAA
- Defined new Data & Tech Strategy
- Streamlined processes

# Highlights and Accomplishments: People

- Key strategic leadership hires made across INVO including internal promotions and external hires
- Culture strategy in-flight
- Enhanced Investment Associate Program
- Formal Mentoring Program

# Highlights and Accomplishments: Performance

- Active Risk Innovation Platform identified 14 new strategies for future research
- Portfolio sale on non-strategic assets and discontinued under-performing strategies (~\$1bn)
- Renegotiated high yield fees across active and passive mandates
- Introduced new Risk Budgeting framework
- Turning our focus to include dollars value added (DVA) to drive active risk strategies and alpha generation
- Integrated Sustainable Investment (SI) Team within Investment Office

# Path Forward

- Transition majority of 2022-23 strategic initiatives to core workload
  - Will continue to monitor progress of SMART goals (specific, measurable, achievable, relevant, and time-bound)
- Launch Strategy 2030
  - Refine INVO mission and vision statements
  - Define strategic destination
  - Create Roadmap and scorecard of 2030 strategic objectives with annual targets and metrics to measure against
  - Active portfolio with greater focus on DVA



# Questions?

