

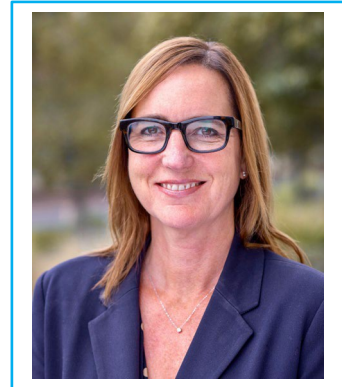
## CANDIDATE STATEMENT, BIOGRAPHY, SIGNATORY, AND COMPARATIVE INFORMATION FORM

**Full legal name:** Sharon Hendricks

**Job title:** Vice-Chair, Investment Committee –  
CalSTRS Board

**Signatory organisation name:** California State Teachers  
Retirement System (CalSTRS)

**Signatory organisation(s) seconding your candidacy:** Norges  
Bank Investment Management



### CANDIDATE STATEMENT *(400 words maximum)*

I am honored to stand for re-election to the PRI Board, driven by a deep commitment to advancing responsible investment practices globally. My journey in the investment world has been shaped by a belief that universal owners like CalSTRS can be a force for good, capable of driving positive social and environmental outcomes while meeting our pension promise to California's educators. With extensive experience in fiduciary responsibilities, stakeholder engagement, and sustainable investing, I am eager to contribute my expertise to furthering the mission of the PRI.

As a trustee for one of the largest public pension funds in the United States, I have seen firsthand the power of integrating environmental, social, and governance (ESG) factors into investment strategies. This experience has solidified my belief that responsible investment is not just an ethical imperative but also a financial one. I have been instrumental in advancing initiatives that prioritize long-term value creation while addressing the systemic risks posed by climate change, social inequality, and governance challenges.

My work has involved collaboration with a diverse range of stakeholders, including investment managers, policymakers, and advocacy groups. I have successfully championed the inclusion of ESG considerations in our investment policies, ensuring that our portfolio aligns with both our fiduciary duties and our commitment to sustainability. This has not only enhanced the resilience of our investments but also positioned us as leaders in responsible investment within the public pension sector.

On the PRI Board, I have helped strengthen our governance structures and would continue bring a strong focus on transparency, accountability, and signatory engagement. I have urged more regional signatory educational opportunities. .

I am committed to leveraging my experience and passion for responsible investing to contribute to the continued success and impact of the PRI. Together, we can drive meaningful change in the financial sector, ensuring that it serves the long-term interests of all stakeholders and contributes to a more just and sustainable world. Thank you for considering my candidacy.

### **BIOGRAPHY** (300 words maximum)

I currently serve as an elected board member and fiduciary on the California State Teachers Retirement System (CalSTRS) Board. Since joining the board in 2011, I have served in several leadership roles including Chair of the Board and Chair of the Investment Committee – currently serving as Vice-Chair of the Investment Committee. I have also served on CalSTRS CEO and CIO search committees – successfully participating in leading a succession process after the retirement of two long standing (20+ years each) executives.

I am committed to sustainable investment practices and best in class governance to ensure we meet the CalSTRS mission of providing a secure retirement to California educators.

Concurrent to my leadership with CalSTRS, I have served on the Principles for Responsible Investment (PRI) Board for the past 5 years. I have chaired the Governance and People & Culture Committees – chairing the Independent Chair search. In this role I have spoken at the PRI in Person conferences related to ESG backlash in the US and other sustainable investment issues.

Recently, I joined the MSCI Sustainability Institute board as an advisor to promote academic research in the sustainable finance space.

I previously served as the Treasurer for the Los Angeles College Faculty Guild – AFT 1521, a Los Angeles based union serving over 4,000 community college educators and provided stewardship over an \$8 Million budget on behalf of faculty. I participated in the hiring of personnel including the Executive Director, Chief Grievance Officer and other executive positions and developed governance policies and procedures.

Throughout these roles, I have maintained my tenured Professor role at Los Angeles City College, teaching communication studies courses to a diverse student population. In my spare time, I enjoy trail running with my two hounds in the mountains of Los Angeles.

### **SIGNATORY ORGANISATION INFORMATION** (300 words maximum)

The California State Teachers' Retirement System was established by law in 1913 to provide retirement benefits to California's public-school educators from prekindergarten through community college.

Today, CalSTRS is the largest educator-only pension fund in the world serving over 1 million members and beneficiaries, and the second largest pension fund in the U.S.

The market value of the CalSTRS investment portfolio was approximately \$344.9 billion as of July 31, 2024.

CalSTRS administers a [hybrid retirement system](#) consisting of a traditional defined benefit plan, cash balance plans and a voluntary defined contribution plan (CalSTRS Pension2) for California's public school educators prekindergarten to community college. We also provide disability and survivor benefits. CalSTRS is governed by the Teachers' Retirement Law, part of the California Education Code.

CalSTRS advances sustainability practices that promote long-term value creation, responsible investment strategies, stewardship of our natural resources and engagement with our stakeholder community.

CalSTRS business and investment decisions consider environmental, social and governance implications, also referred to as ESG issues.

CalSTRS is a signatory to the [United Nations Principles for Responsible Investment](#), was part of the UN Global Compact expert working group Investment in Conflict Areas and is a founding member of the Conflict Risk Network. The Teachers' Retirement Board also endorses the Principles for Responsible Investment. More than 20 years ago, CalSTRS developed a Statement of Investment Responsibility to help define the role of sustainable investment decisions.

Consistent with its fiduciary responsibilities to CalSTRS members, The Teachers' Retirement Board has a social and ethical obligation to require that the corporations and entities in which securities are held meet a high standard of conduct and strive for sustainability in their operations. As an active owner, CalSTRS incorporates PRI and other ESG principles into its investment policies and practices.

## COMPARATIVE CANDIDATE INFORMATION

As part of the commitment to strengthen the rigour and accountability of the election process, the PRI is providing guidance and information to candidates and signatories in advance of their vote.

The Board should have the appropriate balance of skills, diversity, experience, independence, and knowledge of the organisation to enable it to discharge its duties and responsibilities effectively. This necessary diversity encompasses a sufficient mix of relevant skills, competence, and diversity of perspectives. It may include but is not limited to: geographical diversity of signatory representation to bring regional knowledge and perspectives to the board; diversity of geographical origin, ethnicity, language and culture, and also gender diversity.

The Board needs to be appropriately representative of the diversity of the PRI signatories in order to generate effective debate and discussion around the key issues that the board considers, and to deliver the broadly founded leadership that the initiative requires. The PRI is a global organisation, and aims for global representation on its board, particularly within the asset owner positions.

The PRI Board is encouraging:

- candidates with governance skills and demonstrated leadership in responsible investment;
- global representation and expertise to enable the Board to appropriately represent the diverse signatory base.

Candidates are asked to elaborate leadership and governance experience, and demonstrated leadership in responsible investment, in their candidate statement. This information as well as information on the nominating signatory, the candidate biography, statement, and candidate video will enable the signatory electorate to easily compare the skills, experience, and diversity of the respective candidates.

## SPECIFIC EXPERTISE

### LEADERSHIP AND GOVERNANCE EXPERIENCE *(300 words maximum)*

Sharon Hendricks has demonstrated strong leadership and governance capabilities throughout her career, particularly as a CalSTRS trustee. Elected by her peers, four times, to serve on the CalSTRS board. Sharon's board peers have elected her to lead in various capacities including Chair of the Board, Investment Committee Chair and Governance Committee Chair.

She served on the CalSTRS' CIO and CEO hiring committees, replacing two executives each with 20+ years of experience. As Governance Committee Chair, board policies were updated and revised.

Sharon has been at the forefront of integrating Environmental, Social, and Governance (ESG) principles into the fund's investment strategies. Her leadership includes collaborating with investment managers, policymakers, and advocacy groups to ensure that ESG considerations are included and prioritized in decision-making processes. The result is a more resilient and forward-looking investment portfolio that addresses systemic risks such as climate change and social inequality.

Sharon's governance experience is further highlighted by her board-level decision-making and strongly advocating for transparency, accountability, and ethical practices. She successfully championed adopted policies aligning fund operations with long-term sustainability goals, balancing the need for financial returns with the imperative to contribute positively to society.

In addition, Sharon has held leadership positions with the American Federation of Teachers (AFT) and her local union, the Los Angeles College Faculty Guild. She has a proven record of driving change and fostering collaboration among diverse stakeholders, enhancing the impact and credibility of these organizations.

For PRI, Sharon chaired the Independent Chair search committee, replacing an experienced Chair with nine+ years of experience. She also worked with the board on governance policies to ensure the diversity, equity and inclusion of the board, staff and signatory base.

Overall, Sharon Hendricks' experience positions her as a highly effective and forward-thinking leader, capable of guiding organizations toward sustainable and responsible growth.

## GENERAL

### DEMONSTRATED LEADERSHIP WITHIN RESPONSIBLE INVESTMENT, ESG EXPERTISE AND OTHER EXPERIENCE RELEVANT TO THE LONG-TERM SUCCESS OF THE PRI *(300 words maximum)*

My passion for responsible investing came together after combining my interest in the wilderness and trail running, labor leadership and my fiduciary responsibility on the CalSTRS board. Issues like climate change and how it impacts labor began to be larger conversations we had at the board level.

At CalSTRS, I helped integrate climate change as one of our boards' core investment beliefs. I am currently working with our staff and board to develop labor principles that will ensure we consider how workers and their treatment impact risk and returns in our portfolio.

My experience working with our Sustainable Investment and Stewardship Strategies team at CalSTRS has informed my work on integrating ESG principles into both our investment policies and our strategic plan. I have been able to leverage that knowledge on governance into my work on the PRI Board.

For the PRI, I have strengthened the voice of asset owner signatories by ensuring that we create more regional educational events and have places (like the Asset Owner breakfast roundtable) at the PRI in Person for Asset Owners to convene to discuss common challenges related to sustainable investment. On the board, I have sought to have the PRI focus on a few core initiatives such as better, more streamlined reporting and progression pathways that provide our signatories with accountability and strategies that can be customized to their unique organization.

I believe the PRI and sustainable investing is at a critical juncture now – we need better tools to provide clear data to enhance our ability to achieve returns on behalf of our members while mitigating the climate, labor and governance risks so apparent in our world right now. I look forward to continuing to contribute my time and energy to making the PRI a more effective organization for all our signatories.