



MANDATE

Chief Executive Officer Caisse de dépôt et placement du Québec

1. Purpose

Under the authority of the Board of Directors and subject to its approval, the Chief Executive Officer is responsible for the overall leadership and management of la Caisse, a global leader in pension asset management. The Chief Executive Officer proposes and executes the strategy for la Caisse to meet the dual goals set out in the Loi de la Caisse, namely achieving strong returns for its depositors and furthering Quebec's economic development.

2. Key Responsibilities

- a. Responsible for sound governance, the Chief Executive Officer embodies the values of la Caisse, sets the tone for all employees to apply those values consistently, promotes a culture of integrity and meets the highest ethical standards;
- b. The Chief Executive Officer is responsible for setting the strategy to ensure sound and sustainable returns for the depositors at acceptable risk levels;
- c. The Chief Executive Officer is responsible for defining and executing the strategy for la Caisse to fulfill its legal obligation to foster Quebec's economic development by investing in promising growth areas;
- d. The Chief Executive Officer ensures that capital is appropriately allocated to the asset classes which underpin the approved strategy, oversees the balance of the global portfolio, reviews the performance of each asset class and ensures required adjustments are executed in a timely fashion;
- e. The Chief Executive Officer establishes and maintains a culture of appropriate risk management supported by an effective governance structure, adequate processes and controls in order to achieve the chosen strategic balance of risk and return;
- f. The Executive Officer ensures that the approved strategy is supported by annual plans and is responsible for such plans to be executed on time and on budget;

- g. The Chief Executive Officer ensures and safeguards the global positioning of la Caisse in terms of its branding and also with respect to la Caisse's relationships developed on a global basis with his peers and partners;
- h. The Chief Executive Officer carefully safeguards la Caisse's leadership position in sustainable investment and its role as a key influencer on environmental, social and governance matters;
- i. The Chief Executive Officer ensures that leadership development and talent management practices are aligned with the needs of a leading global organization and translate into sound succession plans, which are models of inclusion and diversity;
- j. The Chief Executive Officer develops and motivates the top management team, fosters a culture of cooperation and partnership, delegates authority for strategic initiatives and ensures the leadership team is effective;
- k. The Chief Executive Officer promotes a collaborative performance-driven culture that is respectful of established risk parameters and ensures high employee motivation;
- l. The Chief Executive Officer embodies a culture of client respect so that the depositors' goals are acknowledged and achieved;
- m. The Chief Executive Officer promotes the role of la Caisse as a leading global investor and a reliable and innovative investment partner;
- n. The Chief Executive Officer is the principal spokesperson for la Caisse and ensures effective dialogue with all key stakeholders;
- o. The Chief Executive Officer works closely with the Chairman of the Board to facilitate open and constructive Board discussions and is fully responsible for the performance of la Caisse under the Board's delegation of authority.

3. Chief Executive Officer's Profile

- Recognized experienced leader;
- Proven global mindset and expertise;
- Credibility on global markets;

- Inclusive leadership and attuned to questions of diversity reflecting the globalization of la Caisse;
- Proven track record in leading a complex international/global business;
- Rich network of international contacts and proven ability to establish effective alliances;
- Proven ability to innovate and to enable the organization to profit from changing circumstances;
- Solid understanding of global financial markets and asset classes;
- Solid understanding of risk management;
- Sound understanding of pension requirements and regulations;
- Superior communication skills, confirmed by a public record of effective communications with multiple stakeholder groups;
- Deep understanding of Quebec's economic, cultural and social realities, the role of la Caisse and its dual mandate;
- Sound awareness of public policy, its potential and constraints since public policy and regulation affect multiple asset classes in Quebec and globally.