

## MANDATE OF THE CHIEF EXECUTIVE OFFICER

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### 1. Purpose

Under the authority of the Board of Directors and subject to its approval, the CEO is responsible for the overall leadership and management of CDPQ, a global leader in pension asset management. The Chief Executive Officer (hereinafter “CEO”) proposes and executes CDPQ’s strategy to achieve the dual mandate set out in the *Act respecting the Caisse de dépôt et placement du Québec*, namely achieving optimal return on capital within the framework of depositors’ investment policies while at the same time contributing to Québec’s economic development.

### 2. Key responsibilities

- a. Responsible for the organization’s sound governance, the CEO embodies CDPQ’s values, sets the example and tone for all employees in applying these values consistently, promotes a culture of integrity and meets the highest ethical standards.
- b. The CEO is responsible for establishing the strategy to ensure optimal and sustainable returns for depositors within acceptable risk levels.
- c. The CEO is responsible for defining and executing CDPQ’s strategy in Québec to fulfill its mandate of fostering Québec’s economic development by investing in promising growth sectors.
- d. The CEO ensures that capital is appropriately allocated to the asset classes which underpin the approved strategy, oversees the balanced allocation and deployment of the global portfolio, monitors the performance of each asset class and of all portfolios and mandates, and ensures that required adjustments are executed in a timely manner.
- e. The CEO establishes and maintains an appropriate risk management culture supported by an effective governance structure, adequate processes and controls in order to achieve the desired balance between risk and return.
- f. The CEO 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 CEO ensures that CDPQ’s global positioning is maintained, particularly with respect to its brand and to the relationships it has developed with peers and partners worldwide.
- h. The CEO safeguards the leadership position in sustainable investing and the role as a key influencer on environmental, social and governance issues.

- i. The CEO ensures that leadership development and talent management practices are aligned with the needs of a leading global organization and result in strong recruitment and retention plans, in addition to succession development programs and clear commitments to inclusion and diversity.
- j. The CEO develops and motivates the management team, fosters a culture of cooperation and collaboration, delegates authority for strategic initiatives, and ensures that the management team is effective and engaged.
- k. The CEO promotes a collaborative performance culture and ensures strong employee engagement.
- l. The CEO places clients at the centre of their priorities and actions to ensure that depositors' objectives are recognized and attained.
- m. The CEO promotes CDPQ's role as a leading global investor and a reliable, leading edge investment partner.
- n. The CEO is the primary spokesperson for CDPQ and ensures effective dialogue with all key stakeholders.
- o. The CEO works closely with the Chair of the Board to facilitate open and constructive Board discussions and is fully accountable for CDPQ's performance within the Board's delegation of authority.

### **3. President and Chief Executive Officer profile**

- Experienced and recognized leader
- Proven global perspective and expertise
- Credibility on global markets
- Inclusive leadership and sensitivity to diversity issues reflecting CDPQ's globalization
- Strong track record in leading a complex international/global business
- Rich network of international contacts and proven ability to build effective alliances
- Proven ability to innovate and enable the organization to profit of its changing environment
- Strong understanding of global financial markets and asset classes
- Strong understanding of risk management

- Strong understanding of pension requirements and regulations
- Superior communication skills evidenced by a public record of effective communication with multiple stakeholder groups
- In-depth understanding of Québec's economic, cultural and social realities, and of CDPQ's role and its dual mandate
- Sensitivity to the importance of public policies and regulations, their potential and constraints, as they directly affect many of its assets in Québec and internationally
- Sensitivity to new information technologies