



Action Plan for Persons with Disabilities

2025

Updated: May 2025

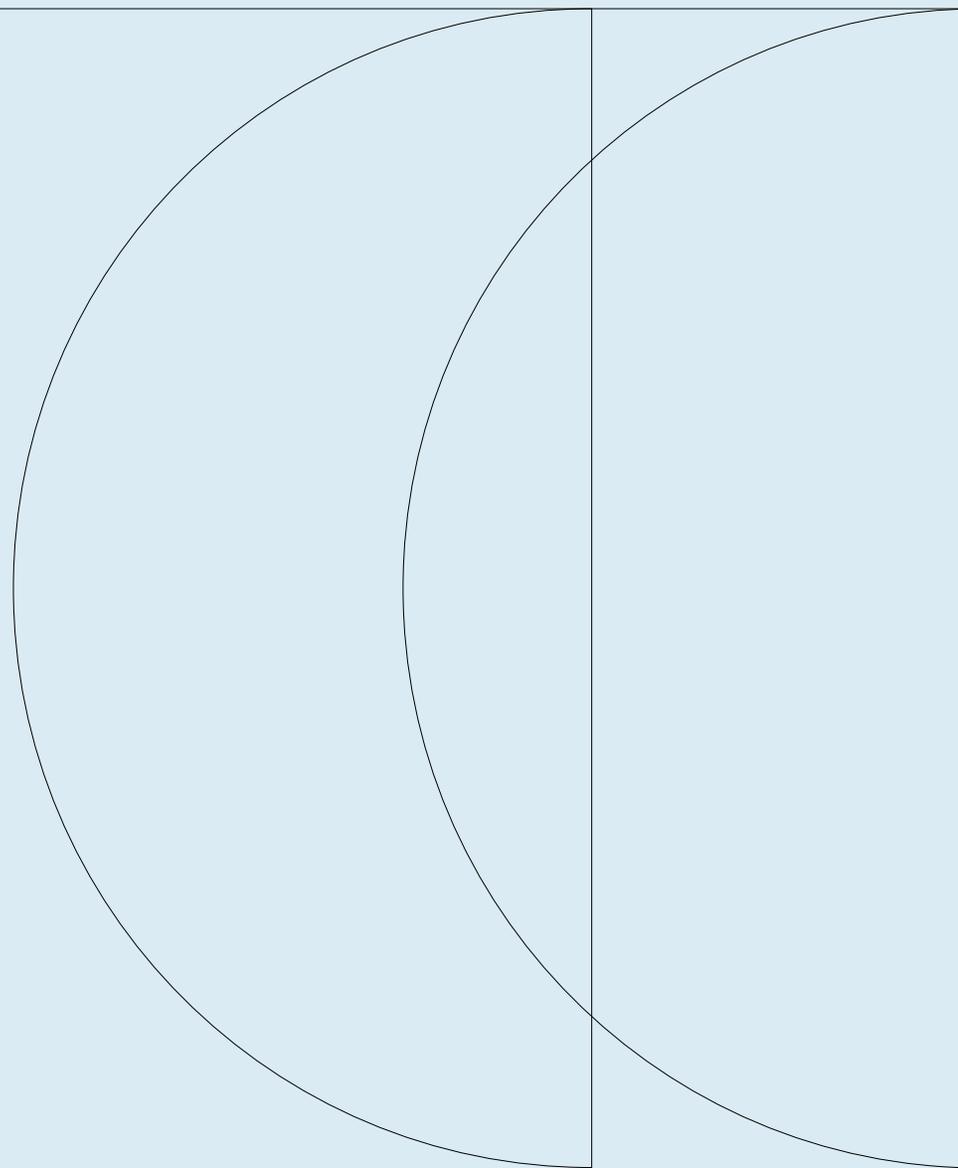


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Background

Caisse de dépôt et placement du Québec (CDPQ) hereby presents, in its 2025 Annual Action Plan for Persons with Disabilities, measures already taken and those planned to reduce barriers to the integration of persons with disabilities.

This Action Plan was prepared to reconcile the purpose of the related Act with CDPQ's mission.

As a reminder, pursuant to section 61.1 of the *Act to secure handicapped persons in the exercise of their rights with a view to achieving social, school and workplace integration* (below), government departments, most public agencies and the most populous municipalities in Québec must prepare, adopt and annually publish an action plan for persons with disabilities.

Section 61.1

Every government department or public agency employing at least 50 persons and every local municipality with at least 10,000 inhabitants shall adopt an action plan identifying the barriers to integration handicapped persons encounter in the sector of activity of the department or agency, and describing the measures taken over the past year and those to be taken in the coming year to reduce barriers to integration in that sector of activity. The action plan includes any other element determined by the Government upon recommendation of the Minister, and must be prepared and published annually.

Definitions

Public agencies (R.S.Q., c. E-20.1, s. 1, para. e. 1)

A government agency or enterprise within the meaning of the Auditor General Act (chapter V-5.01).

For purposes of the Auditor General Act (s. 4), a government agency includes any agency, other than a body mentioned in section 3, which is instituted by or in accordance with an Act, or by a decision of the Government, the Conseil du trésor or a minister and which meets one of the following conditions:

(1) all or part of its appropriations for operating purposes are provided under that heading in the budgetary estimates tabled in the National Assembly;

(2) its employees are required by law to be appointed in accordance with the Public Service Act (chapter F-3.1.1);

(3) the Government or a minister appoints at least half of its members or directors;

(4) more than 50% of the voting shares of its capital stock are part of the domain of the State or are owned by a public body or by another government agency.

The Public Curator is considered a government agency for the purposes of this Act.

Person with a disability (R.S.Q., c. E-20.1, s. 1, para. g.)

A person with a deficiency causing a significant and persistent disability, who is liable to encounter barriers in performing everyday activities.

Brief portrait of CDPQ and its areas of operation

Background

CDPQ was created in 1965 by an Act of the National Assembly to manage the funds contributed to Quebec's newly created universal pension plan, the Québec Pension Plan. In the decades that followed, other organizations also deposited their funds at CDPQ. Today, CDPQ manages the funds of 48 depositors in Québec, mainly public and parapublic pension and insurance funds, who represent over six million people.

OUR MISSION

"The mission of the Fund is to receive moneys on deposit as provided by law and manage them with a view to achieving optimal return on capital within the framework of depositors' investment policies while at the same time contributing to Québec's economic development."

(Act respecting the Caisse de dépôt et placement du Québec, s. 4.1).

Our team

CDPQ has one of the largest specialized teams of fund managers in Canada. The pool of employees is primarily comprised of university graduates. In 2024, CDPQ announced that it would be integrating its real estate subsidiaries (Ivanhoé Cambridge and Otéra Capital).

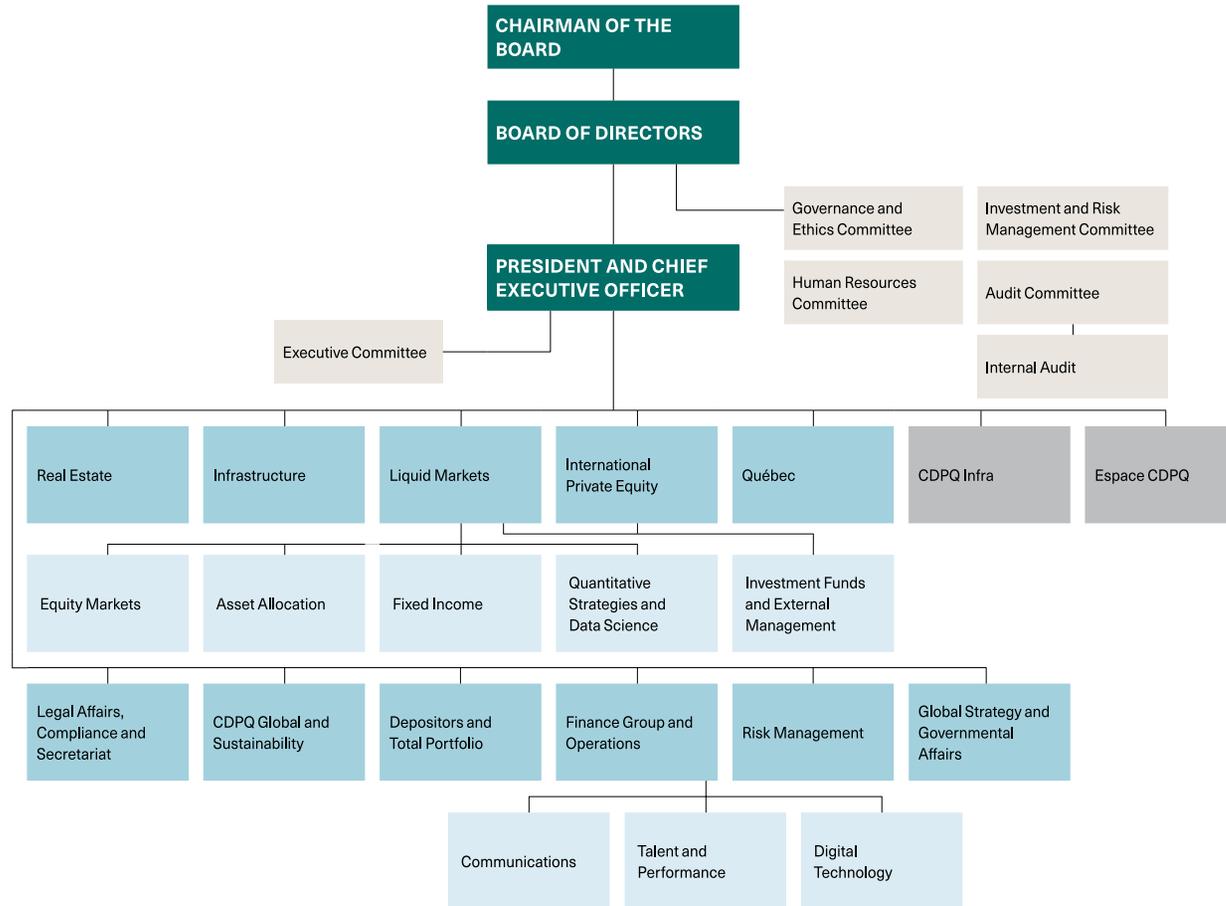
As at December 31, 2024, CDPQ employed **2,198** people throughout its offices in permanent, casual and internship positions. Of this number, **1,905** employees were located in Québec.

As at December 31, 2024, **69** CDPQ employees in Québec had voluntarily reported having a disability as defined by the Act. They hold positions at different levels in the organization, representing **3.6%**, or higher than the **2% target set by the Secrétariat du Conseil du trésor (SCT) in the Plan d'embauche du gouvernement du Québec.**

Organizational structure

CDPQ's business office is in Montréal and its head office is in Québec City.

ORGANIZATIONAL STRUCTURE
(as at December 31, 2024)



Commitment to reducing barriers to integration

CDPQ undertakes to proactively and dynamically deploy efforts to reduce or eliminate barriers to the integration of persons with disabilities into its various operations. As part of these efforts, the organization analyzes the physical, technological and social environment that it provides for persons with disabilities. Each element is reviewed by the relevant stakeholders so they can be adapted to the current or future needs of all users.

Measures planned for 2025

Promotion

Objective	Measures	Indicators	CDPQ team responsible	Deadline
<p>Raise employee awareness on the challenges faced by persons with disabilities</p>	<p>This will be done through various internal initiatives such as:</p> <ol style="list-style-type: none"> 1. Inviting speakers to share their experiences and testimonials 2. Highlighting the work carried out by the APPD Working Committee (objective, mission) 3. Recapping existing inclusive measures 4. Organizing training sessions on neurodiversity and the specific needs of neurodivergent people 	<p>Scope and commitment of internal communication campaigns</p> <p>Employee participation and satisfaction rate</p>	<p>Communications</p>	<p>Ongoing</p>

Measures planned for 2025 (continued)

Accessibility of services offered

Objective	Measures	Indicators	CDPQ team responsible	Deadline
Implement accessibility measures on the Digital Desktop	Add a section dedicated to the services offered: Connec-T, Adop-T, accommodation, ergonomics, etc.	Number of services accessible via the Digital Desktop Employee service utilization rate	Global Health and Safety	Q3 2025
Make the career site more inclusive	Improve visual accessibility (larger font, high contrast options, alternative descriptions for images) Facilitate navigation Offer accessible application options (audio/video formats, simplified forms)	User and recruiter feedback Accessible functionality utilization rate Number of applications and visits to the adapted section	Talent Acquisition Digital Technology	Q4 2025

Measures planned for 2025 (continued)

Accessibility at work related to hiring, working conditions and job retention

Objective	Measures	Indicators	CDPQ team responsible	Status and deadline
Improve the integration of new employees with disabilities	Integrate new employees with disabilities by presenting the accessibility measures in place	Satisfaction rate of new employees	Global Health and Safety	Q3 2025
	Provide a summary document in the integration guide	Number of accommodation requests handled	Talent Centre	
Support team leaders (TLs) when integrating a person with a disability	Implement documentation to raise awareness among TLs when a person reports having a disability	Number of TLs trained Feedback from TLs on training effectiveness	Global Health and Safety	Q4 2025
Update measures taken to support the recruitment of persons with disabilities	Review and improve recruitment processes to make them more inclusive	Number of persons with disabilities recruited	Talent Acquisition	Q4 2025
	Create and update documents detailing employment support measures	Candidate satisfaction rate		
	Promote career opportunities for persons with disabilities	Retention rate of employees with disabilities Employee feedback on support measures		

Measures planned for 2025 (continued)

Accessibility at work related to hiring, working conditions and job retention (continued)

Objective	Measures	Indicators	CDPQ team responsible	Status and deadline
Expand our knowledge of obstacles encountered by persons with a neurodiversity disability	Review of main obstacles encountered during the recruiting process Review of main employment obstacles	Update reference documents	Talent Acquisition	Q4 2025
Raise awareness and train employees responsible for recruiting on the realities of persons with disabilities	Make available to the Talent Acquisition team a document setting out best practices in recruiting persons with disabilities	Annual training	Talent Acquisition	Q4 2025

Measures planned for 2025 (continued)

Accessibility to buildings, premises and facilities

Objective	Measures	Indicators	CDPQ team responsible	Deadline
Update materials to make the work environment more inclusive	Install additional automatic door openers to facilitate access to floors Reassess meeting room chairs to improve comfort and ergonomics	Number of automatic doors installed Reservation system utilization rate	Global Office Space Services	Q4 2025
Identify the inclusive rooms directly using the meeting room reservation system	Ensure there is at least one inclusive room per block and per floor	Number of inclusive rooms per block and per floor	Global Office Space Services	Q3 2025
Facilitate access to the building and improve the safety of the drop-off area	Create two parking spaces reserved for drop-offs (one on each street)	Create two parking spaces and ensure they are available	Property Management	Q4 2025

Measures planned for 2025 (continued)

Accessibility of information and documents

Objective	Measures	Indicators	CDPQ team responsible	Deadline
<p>Improve accessibility of information and documents for employees</p>	<p>Install text reading software on all the organization's computers</p> <p>Implement dictation software to facilitate writing texts</p> <p>Provide tools to increase font size and improve readability</p>	<p>Number of software titles installed</p> <p>Employee software utilization rate</p>	<p>Digital Technology</p>	<p>Q3 2025</p>

Measures planned for 2025 (continued)

Adaptation to specific situations: emergencies, public health, civil safety

Objective	Measures	Indicators	CDPQ team responsible	Deadline
Train employees on adapted emergency procedures	Organize training sessions on specific emergency procedures for persons with disabilities and to help colleagues with disabilities	Number of training sessions organized Employee participation and satisfaction rate	Global Health and Safety	Q4 2025
Reserve places for persons with disabilities during events	During events on the CDPQ Parquet, reserve approximately 5 spaces for people with reduced mobility	Number of spaces reserved Feedback from participants on the accessibility of events	Communications	Q3 2025

Reporting

CDPQ adheres to the *Accès aux documents et aux services offerts au public pour les personnes handicapées* (access for disabled persons to documents and services offered to the public) policy which is intended to provide disabled persons equal access to services and documents provided to the public. In order for the government to monitor the application of the policy, public agencies subject to it must report on the following:

- The number of complaints received and processed related to access to documents and services offered to the public;
- Accommodation measures that the organization has adopted to allow persons with disabilities access to its documents and services.

CDPQ confirms that it did not receive any complaints from the public in 2024 related to access to documents and services it offers to the public. CDPQ also confirms that it did not receive any accommodation request in 2024 related to accessibility to documents and services it offers the public.

Follow-up process and working group

The person responsible for the Action Plan for Persons with Disabilities will conduct a follow-up to ensure identified measures are implemented. The action indicators will make it possible to determine the level of progress made on each measure.

CDPQ's working group for 2025 consists of persons with disabilities and representatives from teams that are directly involved in activities for improving the employee experience and well-being of persons with disabilities, namely:

- Global Health and Safety
- Equity, Diversity and Inclusion

- Talent Acquisition
- Communications
- Global Office Space Services
- Financial Services

Publication and release of the Action Plan

The Action Plan for Persons with Disabilities is available to CDPQ employees and the general public on the CDPQ website (www.cdpq.com). It can be found in the *About* tab in the *Governance* section under *Laws, regulations and policies* and on the *Careers* page.

Upon request, a paper copy of the Action Plan can be mailed. An accessible version of the Action Plan will be available on CDPQ's website. An accessible version of the report will be available after the report is published.

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Measures implemented in 2024 consistent with the Action Plan

OBSTACLE 1: Persons with disabilities are underrepresented among employees.

OBJECTIVE 1: Increase the representation of persons with disabilities among employees.

Objective	Measures	Indicators	CDPQ team responsible	Status
Provide first job experience opportunities	Provide one paid internship per year to a student with a disability	Hiring of at least one intern with a disability in 2024	Talent Acquisition	In 2024, 7.2% of interns reported having a disability (non-visible physical disability or associated with neurodiversity or mental health).
Obtain candidates who identify as a person with a disability	Optimize and increase partnerships with organizations specialized in the employability of persons with disabilities	Number of specialized organizations contacted to promote job openings	Talent Acquisition	The subsidiary integration context (hiring and job posting freeze) did not allow us meet our objective regarding specialized organizations. In 2024 in Montréal, 1.5% of candidates reported having a disability.
Foster equality in opportunities to interview candidates who identify as persons with disabilities	Mention in job listings that persons with disabilities can obtain assistance for the pre-selection and selection process if they wish	Keep this notice in job listings Number of accommodation requests in interviews	Talent Acquisition	Keep this notice in job listings No requests for accommodation in interviews
Improve equal access to employment	Implement the necessary mechanisms to make it easier for persons with disabilities to self-identify when applying for a job	Maintain a voluntary identification questionnaire when candidates apply for jobs	Talent Acquisition	Maintain a voluntary identification questionnaire when candidates apply for jobs

Measures implemented in 2024 consistent with the Action Plan (continued)

OBSTACLE 2: Lack of knowledge on persons with disabilities' specific needs besides mobility.

OBJECTIVE 2: Raise employee awareness on disabilities other than those related to mobility and increase the knowledge of the Talent and Performance teams regarding the particular needs related to such disabilities.

Objective	Measures	Indicators	CDPQ team responsible	Status
Raise employee awareness on the existence of disabilities related to disabilities other than to do with mobility	Publish two internal communications each year explaining the different types of disabilities and inform employees of possible accommodation measures available	Communications published about the Semaine québécoise handicapées (persons with disabilities week)	Global Health and Safety	An article was posted on the Digital Desktop to highlight the accommodations provided and to mark International Day of Persons with Disabilities. This initiative aims to raise employee awareness and promote inclusiveness within the company.
Expand our knowledge of obstacles encountered by persons with a neurodiversity disability	Review of main obstacles encountered during the recruiting process Review of main employment obstacles	Updating of reference documents	Global Health and Safety	Postponed to 2025
Raise awareness and train employees responsible for recruiting on the realities of persons with disabilities	Make available to the recruiting team a document setting out best practices in recruiting persons with disabilities	Annual training	Talent Acquisition	Postponed to 2025
Educate team leaders on an inclusive environment for neurodiversity	Provide an explanatory document on neurodiversity to TLs	Distribute a summary document to team leaders	Global Health and Safety	A document has been published for team leaders (TLs) to raise their awareness on the needs of employees with disabilities. The purpose of this document is to provide essential information and practical tips for fostering an inclusive and accessible work environment.

Measures implemented in 2024 consistent with the Action Plan (continued)

OBSTACLE 3: No job integration process specific to persons with disabilities

OBJECTIVE 3: Foster the integration process for persons with disabilities

Objective	Measures	Indicators	CDPQ team responsible	Status
Improve our understanding of specific needs upon hiring	Set aside a section on the hiring form for persons with disabilities to indicate their specific needs	Information capsule integrated into the process	Talent Acquisition	There is no capsule, but a form was developed in Workday.
Improve the new employee integration experience	Provide customized support to all persons with disabilities	Feedback from those receiving customized support	Global Health and Safety	There is regular follow-up with each person receiving accommodation. This follow-up ensures that the measures implemented meet their needs and that adjustments are made if their situation changes.
Foster the integration of persons with disabilities into their teams	Support managers when they welcome a new employee with disabilities	Feedback from managers receiving support	Global Health and Safety	No requests for support were made.
Foster the retention of persons with disabilities through adapted accommodations	Meet with employees with disabilities each year to verify if their situation has changed	Number of employees met with	Global Health and Safety	There is a follow-up with each person receiving accommodation, to verify whether the accommodation is still in place or if needs have changed. This follow-up allows the measures to be adjusted accordingly and to guarantee continuous, adapted support.

Measures implemented in 2024 consistent with the Action Plan (continued)

OBSTACLE 4: Stakeholders and persons with disabilities lack knowledge on measures in place.

OBJECTIVE 4: Improve the understanding of specific measures in place for persons with disabilities.

Objective	Measures	Indicators	CDPQ team responsible	Status
Improve the understanding of specific measures in the evacuation plan	Provide the measures to stakeholders and persons with disabilities	Communication to stakeholders Communication to persons with disabilities Obtain feedback on the evacuation plan communications from the working committee on persons with disabilities	Global Health and Safety	A message was posted on the Teams channel for floor wardens, who are responsible for evacuations. The purpose of this message was to inform them of the new accommodation measures and resources available, to ensure the effective and adapted implementation of accommodation measures.
Strengthen understanding of the procedure to follow when an accommodation request is submitted	Share the accommodation process with the relevant stakeholders	Understanding those making requests Present the procedure when integrating new employees	Global Health and Safety	A follow-up is carried out for each accommodation request. Depending on the nature of the request, the necessary information is shared with the parties concerned to ensure the effective and adapted implementation of accommodation measures.
Facilitate access to documents in adapted formats on our website (e.g. annual report)	Make the most frequently consulted documents available in adapted formats Make it easier to obtain documents in adapted formats	Document production	Digital Technology and Communications	Postponed to 2025

Measures implemented in 2024 consistent with the Action Plan (continued)

OBSTACLE 5: Possible lack of accessibility to certain buildings or floors for persons with disabilities

OBJECTIVE 5: Continue improving accessibility to the physical environment for persons with reduced mobility.

Objective	Measures	Indicators	CDPQ team responsible	Status
Facilitate access to the building and drop-off area security	Create two parking spaces reserved for drop-offs (one on each street)	Create two parking spaces and ensure they are available	Property Management	Implementation postponed to 2025
Create workspaces that by default are accessible to people with a mobility disability	Incorporate furniture choice and a layout in the design that fosters the integration of persons with disabilities	Installation completed	Global Office Space Services	See Appendix 1 for the modifications carried out in 2024
Improve access to conference rooms	Install additional automatic doors on the floors based on needs (conference rooms, main doors to access office spaces, etc.)	Analyze feasibility, impact, suppliers and costs Number of doors installed before the end of the year % of main doors adapted	Global Office Space Services	Full evaluation postponed to 2025

Appendix 1

Installations completed	Locations	Comments
Complete redesign of the floor	A2	Consideration of layout according to building codes and accessibility for persons with reduced mobility
Complete redesign of the floor	E2	Consideration of layout according to building codes and accessibility for persons with reduced mobility
Complete redesign of the floor	E3	Consideration of layout according to building codes and accessibility for persons with reduced mobility
Complete redesign of the floor	A1	
Complete redesign of the floor - Barista - Office space Installation of an automatic door for access to the Barista (access door through the corridor)	B9	Consideration of layout according to building codes and accessibility for persons with reduced mobility
Addition of 2 gender-inclusive washrooms accessible to people with reduced mobility	B9	
Installation of 2 gender-inclusive washrooms accessible to people with reduced mobility on the new floors	E3 – 2 Washrooms E5 E6	
Installation of microwaves in all kitchen islands at a height accessible to people with reduced mobility	Blocks A and B E2 + E3 + E5 + E6	Except for the following floors: B7 (under construction in 2025) A9 (under construction in 2025) A10 (under construction in 2025) B10 (under construction in 2025) A1 (conversion to meeting room)
Modification of one of the turnstiles to access floors to install a wider door per block	1st floor Block A + B + C	Installed by the building