

2024 ANNUAL REPORT TO PENSION PLAN MEMBERS



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Message from the Chair and from the Secretary of the Pension Committee



We are pleased to provide you with the **Annual Report of the Pension Plan for the Employees of Concordia University (“the Plan”)** for the fiscal year ending **December 31, 2024.**

This report is intended to:

- **Provide you with an overview of the financial position of the Plan;**
- **Briefly explain how the Plan is managed;**
- **Update you on the work completed by the Pension Committee in 2024; and**
- **Inform you of upcoming initiatives.**

2024 was a productive year for the Plan with several accomplishments and the fulfilment of many projects. Among several other elements worth noting, investment returns were slightly above target. The Committee is proud of the work accomplished and is pleased to present the results of the year in the following pages.

2024 COMMITTEE WORK

Below is an overview of each Committee’s work throughout the course of 2024. You will be able to read about the work they accomplished in greater detail later in this report.

Pension Committee

During the course of 2024, the Pension Committee met five times. The Committee performed periodic reviews of the Plan’s financial situation versus the annual budget adopted and it conducted its annual review of current issues, legislative changes and initiatives surrounding defined benefit pension plans. Focus was especially placed on the revised funding rules applicable to pension plans of the municipal and university sectors that came into effect in February 2024. Following its review of the situation, the Committee made the decision to proceed with the conversion of the Plan’s “reserve” into a “stabilization fund”, as rendered possible under the new rules. This stabilization fund will increase the level of stability in the required contributions to be paid by both the University and the active members of the Plan, by rendering the treatment of actuarial gains and losses more symmetrical. Work required for the conversion include the preparation and filing of an actuarial valuation as at December 31, 2024, amendments to the Pension Plan text and modifications to the Plan’s Funding Policy, which are all targeted to be completed during the course of 2025.



Message from the Chair and from the Secretary of the Pension Committee (cont'd)



Investment Sub-Committee

The Investment Sub-Committee (ISC) met eight times during the year. Among other endeavours, it continued its progress on the implementation of the changes to the Investment Policy adopted in the fall of 2020, including new allocations to a global infrastructure responsible investment fund, a private debt mandate in life sciences and a mandate in critical minerals and materials. Furthermore, the Responsible Investment Working Group (RIWG) finalized its work on the design of the four components of the Responsible Investment (RI) Program, following which the implementation and oversight responsibilities were transferred to the ISC and the group dissolved. The RI Program is now operational and in 2024, focus was placed on data measurement with respect to the fund's carbon footprint exposure, for the entirety of the assets held. The related analysis and final results concluded in the first half of 2025. On another topic, after the performance of an in-depth analysis, the ISC recommended a modification to the Investment Policy regarding the minimum level of liquidity to be held in the fund, which received approval by the Pension Committee. During 2024, as part of its ongoing duties, the ISC closely monitored the performance and results produced by our investment managers. It also continued receiving ongoing education, which its members utilize to identify new investment opportunities and to continue to evolve the Investment Policy. Another important endeavor of the ISC in 2024 was a retrospective review of the evolution and everything that was accomplished over the past ten years, as well as establishing a plan for the orientations of the next ten years.

Longevity Management Working Group

The Longevity Management Working Group (LMWG) met three times in 2024 to complete its work on the assessment of longevity, demographic and economic risks that the Plan is exposed to and on a risk management framework to address these risks, as mandated by the Pension Committee. The LMWG presented its proposed risk management framework to the Pension Committee in the spring of 2025. The next step is the integration of the framework within the Plan's Funding Policy, which will be completed later in 2025.

Audit Committee

The Audit Committee (AC) held one meeting in the Spring of 2025 to review the external auditors' audit planning report for their audit of the year ended on December 31, 2024 and a second meeting to receive their audit findings report and to review the audited financial report, which was accepted for recommendation and subsequent approval by the Pension Committee. At the conclusion of their audit, the auditors issued a clean report to the management team with no misstatements nor any control deficiencies identified.



Message from the Chair and from the Secretary of the Pension Committee (cont'd)



INVESTMENT RETURNS

In 2024, the fund achieved a total return of 6.1% before expenses paid by the Plan, which is above the objective of 5.9% corresponding to the valuation rate of the Plan's liabilities. However, the strategic asset allocation itself performed extremely well, achieving an investment return of 13.0%. An important detractor was the dynamic currency hedging program, which resulted in losses corresponding to 6.9% during the year. The dynamic currency hedging program, which uses specific quantitative indicators to trigger a decision to hedge or not to hedge investments denominated in U.S. dollars on a monthly basis, having been previously very successful, did not perform well at all in the high volatility and unusual conditions encountered in the currency market throughout the year. Because the indicators used by the model were still not adapting to the new and prevailing market conditions, the ISC recommended the suspension of the dynamic currency program in February 2025, which immediately received approval by the Pension Committee. A search for a currency hedging strategy better fitted for the new reality will be launched later in 2025. Until the search process is completed, a decision was made to apply a 50% passive hedging strategy.

Without the impact of currency losses, the 2024 return achieved by the fund ranks near the first quartile when compared to other Canadian pension plans of similar size.

FINANCIAL SITUATION

The last actuarial valuation of the Plan was prepared as at December 31, 2022 and set the employee and employer contribution rates effective January 1, 2024. As per the results of the valuation, for the overall Plan, the funding ratio before taking into account the amount of the actuarial reserve that the Plan is obligated to constitute was 106.8%, and 95.1% after the actuarial reserve is taken into consideration. This represents an improvement in the funding ratio before reserve of 8.1% from the previous actuarial valuation prepared as at December 31, 2019, which was entirely due to the excellent investment returns achieved in 2020 and 2021. The Plan is therefore in a very good financial situation, being fully funded on a before reserve basis, and our robust investment policy demonstrated its ability to protect the capital in 2022, a year in which major corrections occurred in global markets.

As mentioned above, work has been undertaken for the conversion of the Plan's "reserve" into a "stabilization fund" effective on December 31, 2024, as permissible under the new funding rules that came into effect in February 2024. To proceed with such conversion, the Pension Committee mandated the Plan actuary to prepare an "early" actuarial valuation, as at December 31, 2024. The next actuarial valuation would have otherwise been required as at December 31, 2025, since per legislative requirements, an actuarial valuation must be prepared and filed at least once every three years.



Message from the Chair and from the Secretary of the Pension Committee (cont'd)



Based on the preliminary results of the actuarial valuation currently under preparation, the funding ratio before stabilization fund for the overall Plan is estimated to be 102.1% as at December 31, 2024, which is a decrease of 4.5% from the previous valuation. The main factors contributing to the decrease in the funding ratio were the salary increases granted for 2023, 2024 and 2025 which were significantly above the actuarial assumption used in the determination of the Plan's liabilities, as well as investment returns below the objective, or discount rate, of 5.9% for 2023.

CLOSING REMARKS

We would like to take this opportunity to thank the members of the Pension Committee and of all sub-committees for their hard work and dedication attending to the business of the Plan with due care and diligence. The team at the Office of the Treasurer is also to be acknowledged for the considerable and significant amount of work done pertaining to the financial management of the Plan on a continual basis, as well as the employees of the Pension Services team for the dedicated work and service they provide to the Plan membership.

We trust this report will enable a better understanding of our Plan and its value.

Jeff Bicher

Chair of the Pension Committee

Marc Gauthier, CPA

Principal Administrator of the Pension Plan for the Employees of Concordia University and Secretary of the Pension Committee



2024 Highlights



MEMBERSHIP

In 2024, the number of active Plan members increased slightly, from 3,890 to 3,954. During the same period, the number of pensioners and beneficiaries increased from 2,528 to 2,596.

PENSION FUND INVESTMENT PERFORMANCE

In 2024, the Pension Fund return was 6.1% before expenses paid by the Plan, while the return net of all expenses was 6.0%.

The objective set by the Investment Policy is an annual return net of Plan expenses that meets the rate at which the liabilities are valued, currently at 5.9%, with a goal to protect the capital in challenging financial markets.

NET PENSION ASSETS

In 2024, the fund's assets increased by \$89,361,000, going from \$1,506,865,000 to \$1,596,226,000, representing an increase of 5.9%.

PLAN FINANCIAL SITUATION

As per the preliminary results of the actuarial valuation currently under preparation, the estimated financial situation of the Pension Plan as at December 31, 2024 is as follows:

- Funding ratio (long-term financial situation):
 - Before actuarial reserve: 102.1% with a surplus of \$32.2 million.
 - After actuarial reserve: 91.4% with a shortfall of \$134.4 million and a reserve of \$166.6 million.
- Solvency ratio (short-term situation): 90.4%

CONTRIBUTIONS

In 2024, contributions made to the Plan were as follows:

- Members: \$29,733,000
- University: \$40,009,000

SUSTAINABILITY

The design of the Responsible Investment Program is now fully complete. Two interesting metrics to share for 2024:

- 86% of the portfolio's investment managers have strong sustainability practices in place, which represents an improvement from the previous year (81%)
- From a climate risk perspective, the pension fund's exposure to the Carbon Underground 200 list has declined from 1.16% to -0.16%. This means that our exposure to the highest carbon emitting companies has been eliminated.



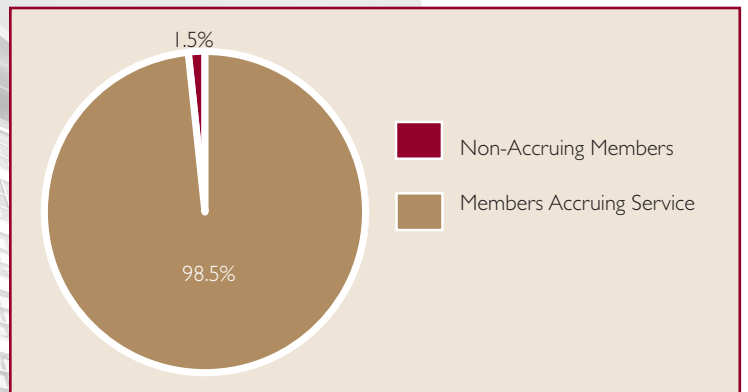
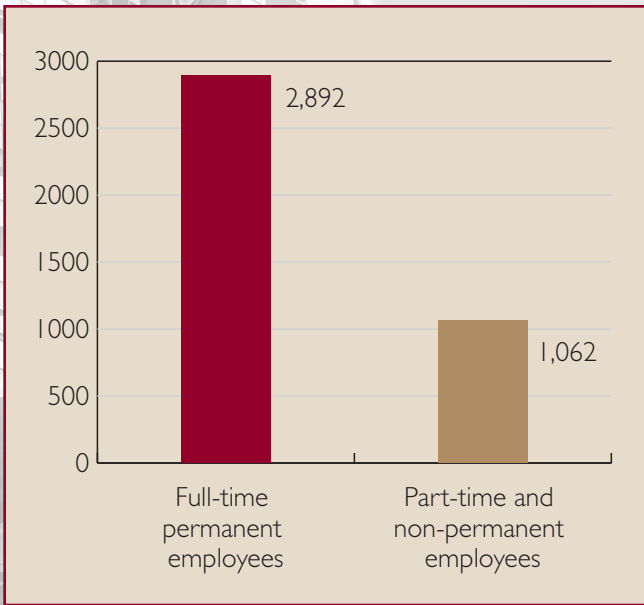
Plan Membership



	Active Members	Deferred Vested Members	Pensioners and Beneficiaries	Total
As at December 31, 2023	3,890	1,193	2,528	7,611
New members	542	241	113	
Retirements	(97)	(13)	—	
Terminations	(380)	—	—	
Deaths	(1)	—	(45)	
Refunds	—	(210)	—	
As at December 31, 2024	3,954	1,211	2,596	7,761

As at December 31, 2024, the average age of active members was 47.0 and the average age of pensioners and beneficiaries was 74.7.

Active members are distributed as follows:



Investments



INVESTMENT

The objective of the Pension Fund portfolio is to grow steadily over the long-term, while carefully managing risks, helping to ensure that our members receive dependable retirement income year after year, in accordance with the funding policies and requirements. The target return rate, net of Plan expenses, is thus the same as the liabilities discount rate, which is set at 5.9% since the actuarial valuation of December 31, 2018.

Our investment approach was designed with exactly that objective in mind and was refined over more than a decade ago, starting in 2013 when the Pension Committee adopted an entirely revamped asset allocation with an Investment Policy designed to **preserve, grow and diversify** capital, moving away from a traditional public market portfolio like a 60% equities /40% fixed income strategy. This includes maintaining a risk-adjusted focus, favors absolute/skill-oriented and complementary strategies and limits concentration to any type of risk.

During the following decade, the policy was reviewed and enhanced, and the Investment Sub-Committee (ISC) continued the implementation of the various modifications adopted. The improvements have proven to be especially beneficial considering the highly uncertain market environment that has been prevalent since the emergence of the pandemic in 2020.

The pandemic strongly impacted the financial markets and was followed by a massive repricing of assets resulting from the rapid interest rate hikes that started in 2022. The Investment Policy has been further refined since then. In 2020, the Pension Committee approved an increase in the diversification assets and a capital efficiency program as more volatility was expected down the road. In 2022, new strategies were introduced to strengthen the portfolio's performance potential. This included the S&P 500 Enhanced Beta strategy, designed to capture greater upside during bull markets, and a Litigation finance strategy, offering uncorrelated return potential. The implementation of the policy changes continued in 2023 with the addition of a Global Responsible Infrastructure strategy, which is diversified across over two hundred infrastructure assets globally, as well as investments made to new vintages of existing strategies, supporting continuity and long-term growth.

Last year, a comprehensive review of the Investment Policy led to several key enhancements:

- The introduction of a Life sciences investment program, contributing to the establishment of a holistic risk management framework and offering specialized insight into liability management.
- Increased focus on natural resources strategies, particularly critical minerals and materials, aligned with climate change and inflation-related themes.
- Further allocation toward diversification strategies and consolidation of capital preservation strategies, aimed at reducing the correlation to directional market movements and enhancing the stability of the portfolio.

These strategic developments reflect the Pension Fund's commitment to disciplined long-term investing, innovation, and proactive risk management in a complex and evolving market environment.



Investments (cont'd)



2024 in Review: Key Takeaways

2024 was a year of unexpected twists — in markets, economies, and politics. Global uncertainty remained high, with major elections and geopolitical tensions shaping the landscape. Some of the key highlights were:

- **Strong U.S. Growth:** The U.S. economy outperformed expectations, powered by consumer spending and AI-driven investment. India led emerging markets, and China met its 5% growth goal with policy support.
- **Interest Rates and Bonds:** Central banks began cutting rates, but unevenly. Inflation stuck around in some regions, and long-term bonds underperformed. Corporate credit held up well.
- **Safe Havens Rose:** Gold surged 27% and the U.S. dollar gained 7%, as investors sought stability amid global tensions and strong U.S. fundamentals.
- **Markets Performed Well:** U.S. stocks posted strong gains, driven by large tech companies and AI optimism. Japan and emerging markets like Taiwan and India also saw solid returns. Bitcoin soared following regulatory shifts.
- **Geopolitical Risk Stayed Elevated:** Ongoing wars, rising tensions between global powers, and uncertainty from leadership changes around the world kept investors on edge and influenced market behavior.

The bottom line is: 2024 reminded us how unpredictable markets can be — and reinforcing the value of staying diversified in an unpredictable global landscape.

Despite the turbulence, our invested assets grew by \$80 million last year, and by \$334 million over the last five years, reaching \$1.586 billion at the end of 2024. For fiscal year 2024, the performance was positive or flat across all of our investment programs. This reflects the way the strategic asset allocation was built and its ability to generate strong and consistent returns from all three primary allocation classes.

The results were driven mostly by the absolute return assets, private equity and private debt alternatives, Asia and global equity as well as the natural resources program. During 2024, our currency hedging program faced challenges due to significant volatility in the USD and CAD currencies as a consequence of monetary policy divergence, commodity price swings, trade uncertainty and global risk sentiment.

Without taking into consideration the results of the currency hedging program, the net performance of the Pension Fund was 13.0% in 2024. The currency hedging program had a performance of -6.9%. Despite this result, the portfolio's overall net return of 6.1% is nevertheless above the target return of 5.9%, and is comfortably ahead of target over the medium and long term, as can be seen below.

Invested assets	
\$1.586 billion as at December 31, 2024	6.1% increase over fiscal year 2024
Five-year annualized returns: 7.3%	Ten-year annualized returns: 7.1%



Investments (cont'd)



Key transactions

Some important additions were made to the investment portfolio, in line with the strategic review of the Investment Policy performed by the Pension Committee. The following transactions were introduced with the objective of strengthening the diversification of the Pension Fund's portfolio, after an extensive due diligence process including at the level of investment, operations and a sustainability analysis.

Extension of our Life sciences program

We partnered with ARES, which is one of the largest private debt managers and a publicly listed company. An investment in their specialty healthcare fund was made, with underlying borrowers that are commercial stage companies offering multiple products in pharmaceuticals, MedTech, healthcare IT, tools and diagnostics, or specialty services. This investment is also seen as a longevity-driven investment, since it positively correlates to the Plan's liabilities.

Extension of our Natural resources program

We made a strategic investment in critical minerals and materials, giving the portfolio exposure to key resources that drive the global energy transition. This investment also provides access to carbon markets in a capital-efficient way and aligns closely with our climate change priorities. For this investment, we partnered with Auspice Capital, a commodity trading advisor based in Calgary that provides exposure to futures markets of commodities exposed to energy transition with potential inflation hedging and diversification benefits.

Additionally, two other important steps were taken to improve the portfolio:

The search for a scalable investment risk system for the entire Fund. This system helps ensure that the risks taken to achieve investment returns are clearly understood, carefully managed, and aligned with our long-term goals.

Given the significant USD exposure of the investment portfolio and its contribution to volatility, a review and **refinement of the currency hedging strategy** was also approved by the Pension Committee, with the intention to explore the market and search for potential currency strategies that could be complementary to the current one.

A testament to the reputation and innovative approach of Concordia and its Chief Investment Officer

Concordia University and its CIO, Marc Gauthier, were respectively nominated for a Sustainability Award and a Lifetime Achievement Award at the 2024 Institutional Connect Awards. Being nominated alongside other large pension plans is a recognition that highlights their strong reputation within the investment and sustainability communities.

Investments (cont'd)



Priorities for 2025 and beyond: Strengthening our strengths

During 2024, given the financial market and geopolitical contexts amid which not only the very foundations of international trade are being challenged but also the world order itself, we turned our focus towards streamlining and optimizing the portfolio in line with our long-term strategy. By effectively focusing where it matters, the objective of enhancing risk effectiveness for the next decade and beyond is a natural extension of the strategic review performed in 2020.

Looking ahead, financial markets face a vast array of risks, ranging from trade tensions and persistent inflation to high global debt, technology concentration, AI's economic impact, climate-related disruptions, and ongoing geopolitical instability.

Going forward, this means the need for further diversification and enhanced risk management. The operationalization of our systemic risk management framework comes in at a timely way given the heightened geopolitical risk. The current context also involves further efficiency in both operations and capital, as well as focusing on enhancing our outcome-based / diversification strategies, in line with the strategic allocation decisions made by the Pension Committee over the last few years.

An outcome driven portfolio

Since our Plan is considered mature, i.e., the amount of pensions paid annually nears the contributions received, the Investment Policy cannot be overly aggressive. At the same time, it is important that a sufficient portion of the Pension Fund be invested in a way that will ensure sufficient returns over the long-term so that the Plan can continue to pay the promised benefits and provide indexation of pensions.

The investment guidelines identify the acceptable level of risk over the long-term and establish clearly defined risk management mechanisms. They also outline the strategic target asset allocation, organized in three main investment categories; Capital Preservation (defensive positioning that emphasizes substantive risk management), Growth (offensive positioning that focuses on business valuation discounts and opportunities) and Diversification (offsetting directional movements from the Growth category).

The strategic asset allocation, investment managers and asset mix as at December 31, 2024 as well as the target allocations for each of the three investment categories are listed in the following table.



Investments (cont'd)

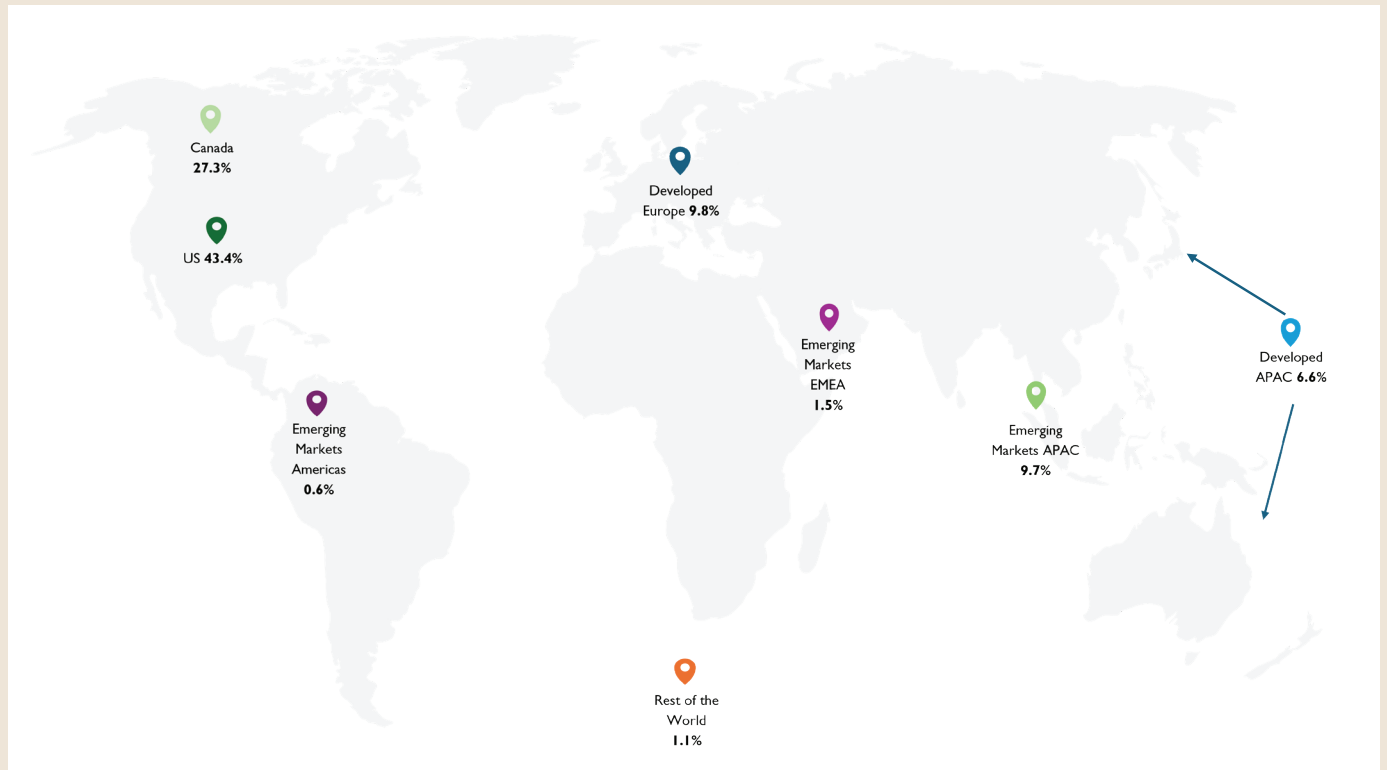
Strategic Asset Allocation	Investment Manager	Target Allocation	Asset Mix as at December 31, 2024
Capital Preservation			
Cash and cash equivalents	Concordia University		0.8%
Currency hedging	Concordia University		-1.4%
Tactical Asset Allocation	Ruffer		4.3%
Absolute return	Orchard Global Asset Management		4.3%
	RP Investment Advisors		2.4%
	Pimco		3.6%
	Millennium Management		9.6%
	Waratah Capital Advisors		4.4%
	Dymon Asia Capital		3.9%
Sub-total — Capital Preservation (min-max range: 30%-70%)		40.0%	31.9%
Growth			
Equity - Asia	Van Berkomp and Associates		1.6%
	Baring Private Equity Asia		5.4%
	LGT Fund Managers		4.0%
Equity – North America	Turtle Creek		3.9%
	Validus Risk Management (Constance Financial)		0.5%
	Imperial Capital		2.3%
	Torquest		2.9%
Equity - Global	Forstrong Global Asset Management		5.5%
	Exchange Traded Fund (global infrastructure)		1.0%
Sub-total — Growth (min-max range: 10%-30%)		20.0%	27.1%
Diversification			
Real estate	Centurion Apartment (REIT)		9.1%
	UBS		2.0%
	Vision Capital Corporation		4.7%
	HarbourEdge Capital Corporation		0.7%
	Mesa West Capital		1.2%
Natural resources	Hancock Natural Resource Group		1.8%
	Bonnefield Canadian Farmland LP		2.1%
	Global Infrastructure Partners		2.4%
	Axium		0.8%
	UBS Infrastructure		0.7%
Private equity and Private debt alternatives	Blue Owl Capital		6.4%
	Dawson Partners		5.0%
	Ardenton		1.6%
	LindenTree		0.8%
Life sciences	Teralys		1.7%
Sub-total — Diversification (min-max range: 25%-50%)		40.0%	41.0%

Investments (cont'd)

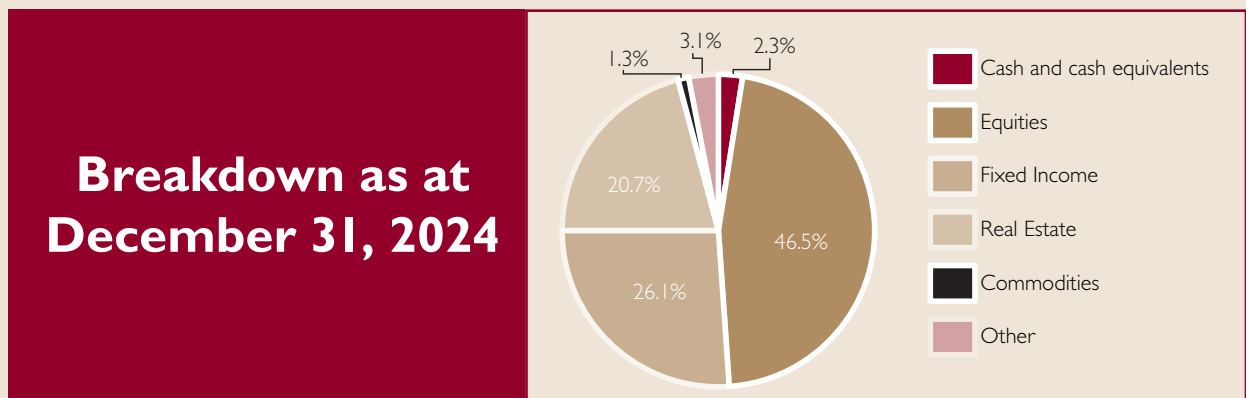


We invest internationally

The graph below shows the geographical breakdown of the Pension Fund assets as at December 31, 2024.



The graph below shows the breakdown of the Pension Fund assets by type of asset class as at December 31, 2024.

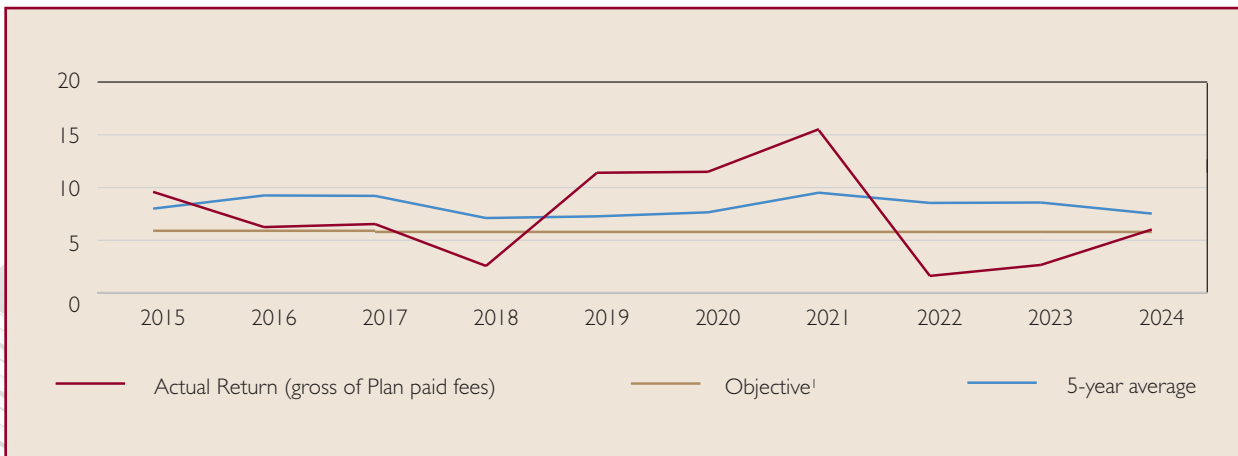


Investments (cont'd)

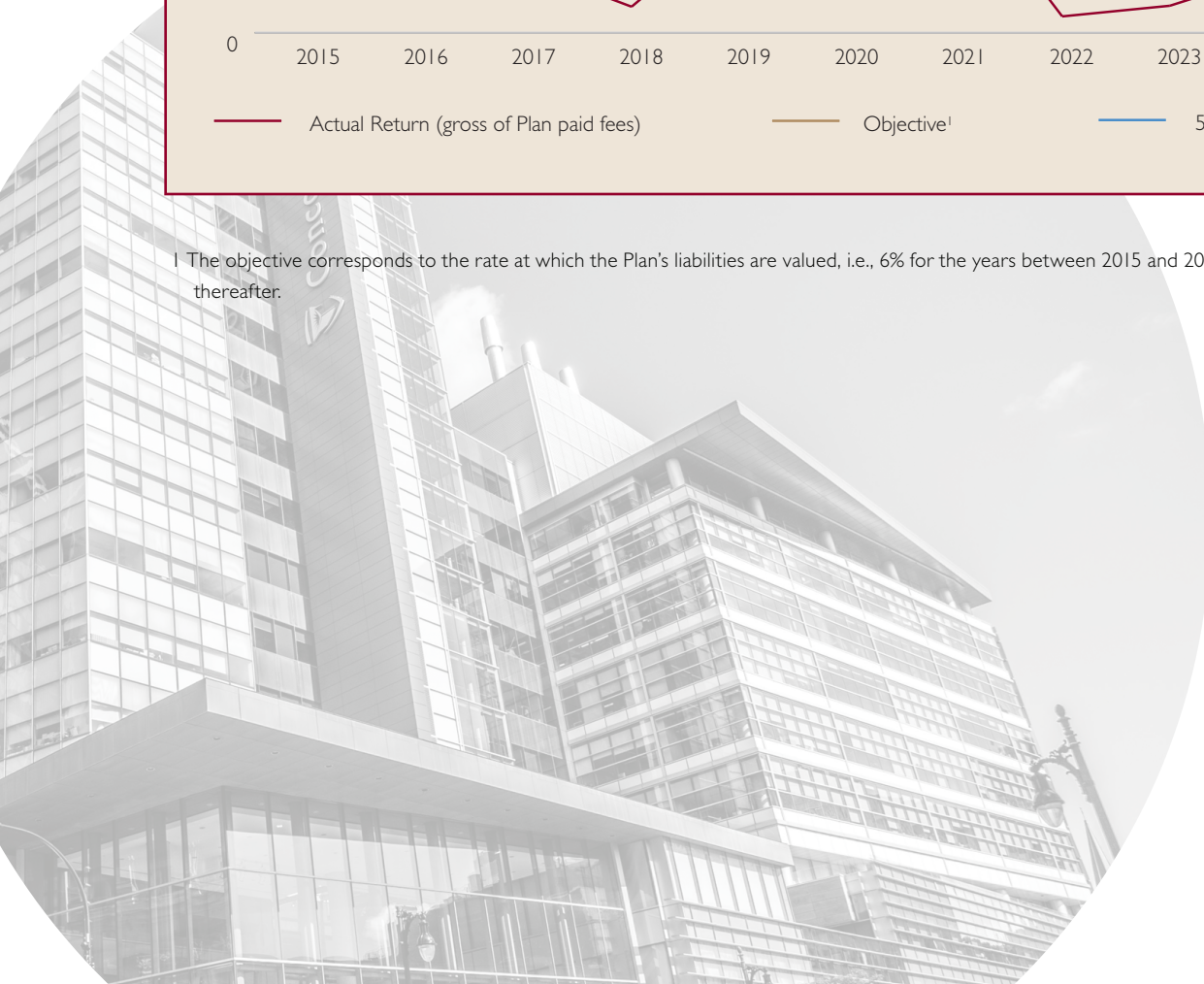


INVESTMENT PERFORMANCE

Since the investment performance of the Pension Fund varies from year to year, it should be viewed from a long-term perspective. The graph below shows the annual investment returns, gross of expenses paid by the Plan, from 2015 to 2024 and the five-year average which is consistently above the objective.



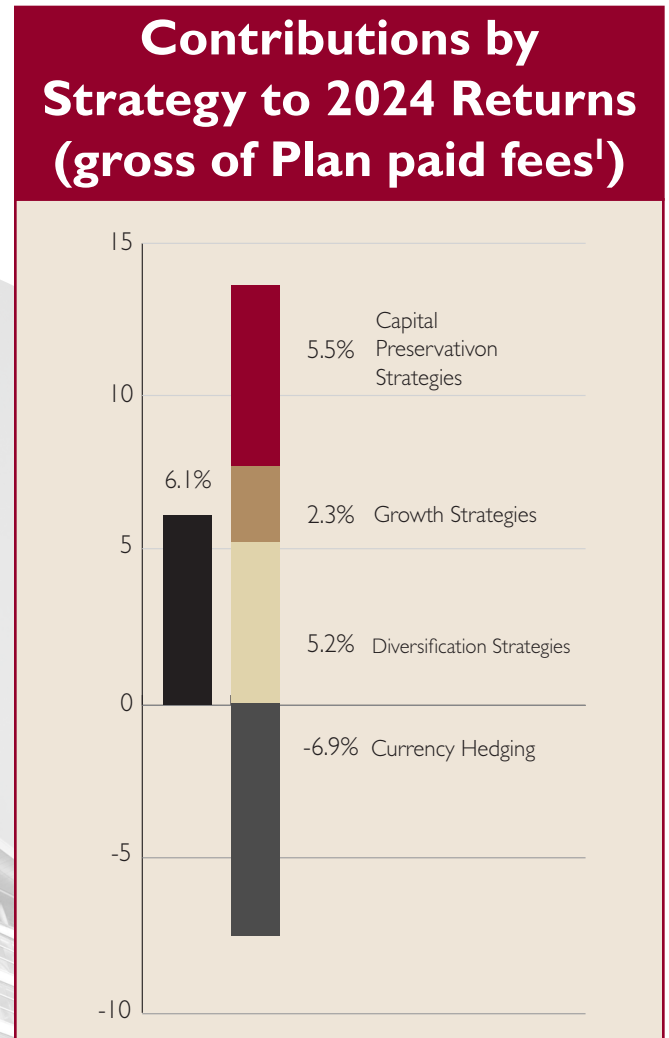
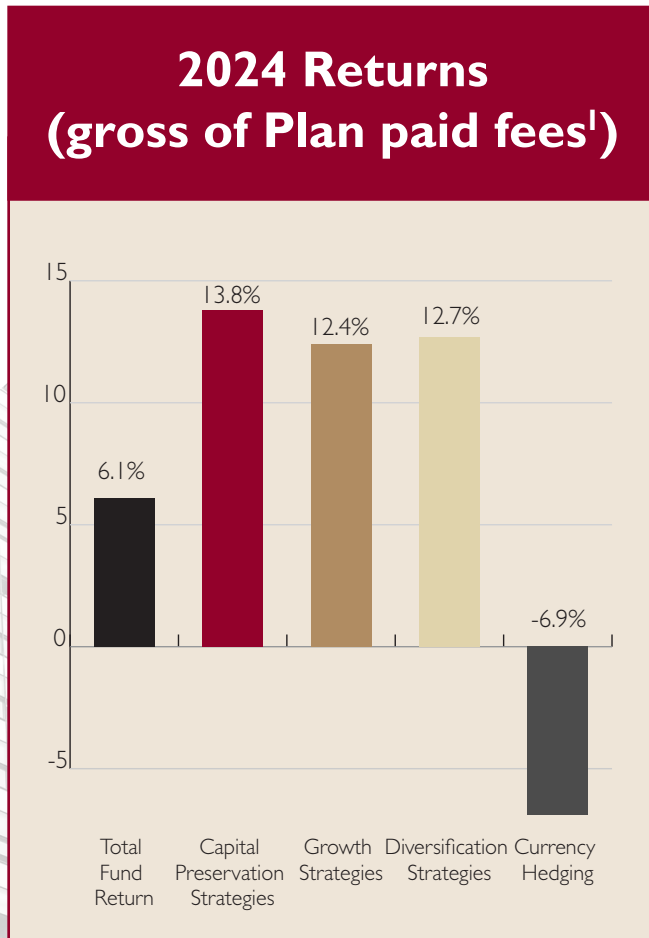
¹ The objective corresponds to the rate at which the Plan's liabilities are valued, i.e., 6% for the years between 2015 and 2018 and 5.9% thereafter.



Investments (cont'd)



The graphs below present the 2024 returns (rounded to the nearest decimal) by investment categories and the contribution from each category to the total 2024 return. All three main investment categories, namely Capital Preservation, Diversification and Growth strategies, achieved a strong performance in 2024. However, the results of the currency hedging program negatively impacted the overall Fund return.



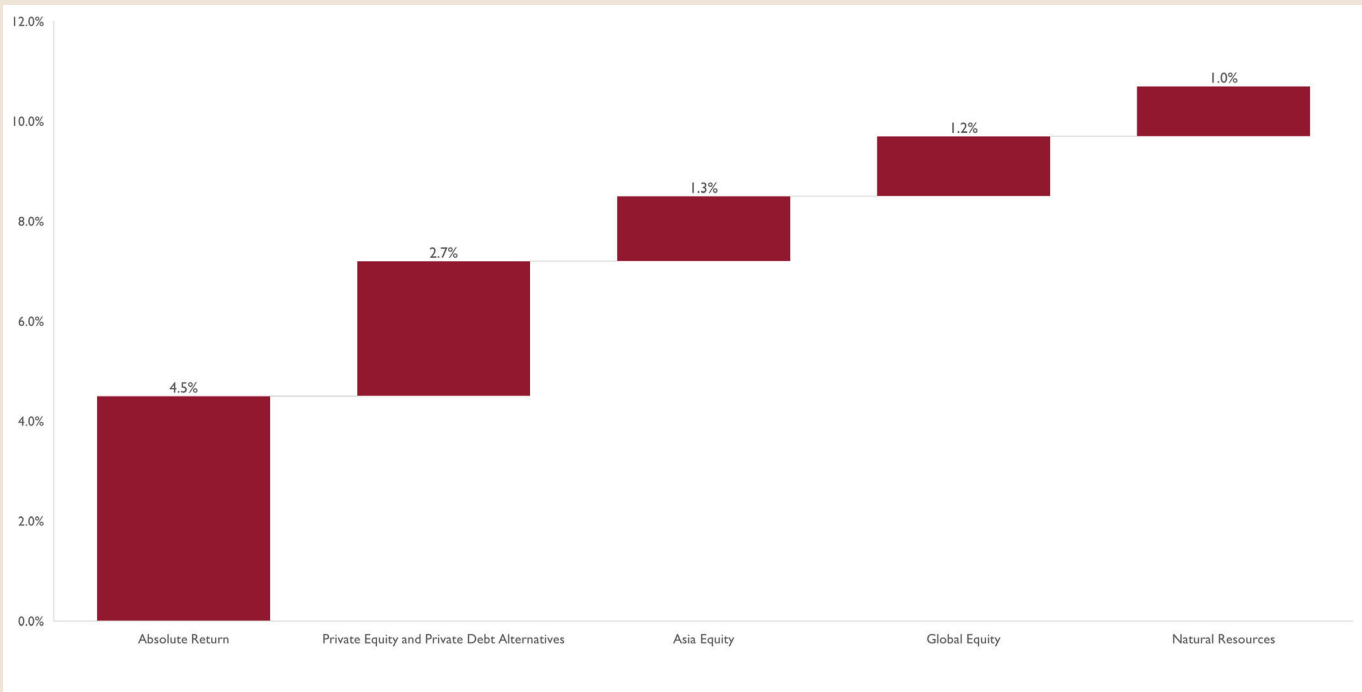
¹ The 2024 performance figures presented are gross of expenses paid by the Plan, however they are net of investment management fees that are not invoiced directly to the Plan by some of the investment managers hired. The remuneration of those managers is deducted from the funds that they manage, and represents approximately 3.07 percent of the total net assets available at year-end.

Investments (cont'd)



Our Investment Policy has a strong emphasis towards risk management and capital preservation, so it is equally important to look at our results while taking into consideration the level of risk taken. On a risk-adjusted basis, the annualized volatility of the monthly returns gross of fees in 2024 was 2.78%, which means that the 6.1% return generated by the Fund is roughly twice the risk taken.

The graph below shows the top five investment strategies that contributed to the 2024 return.



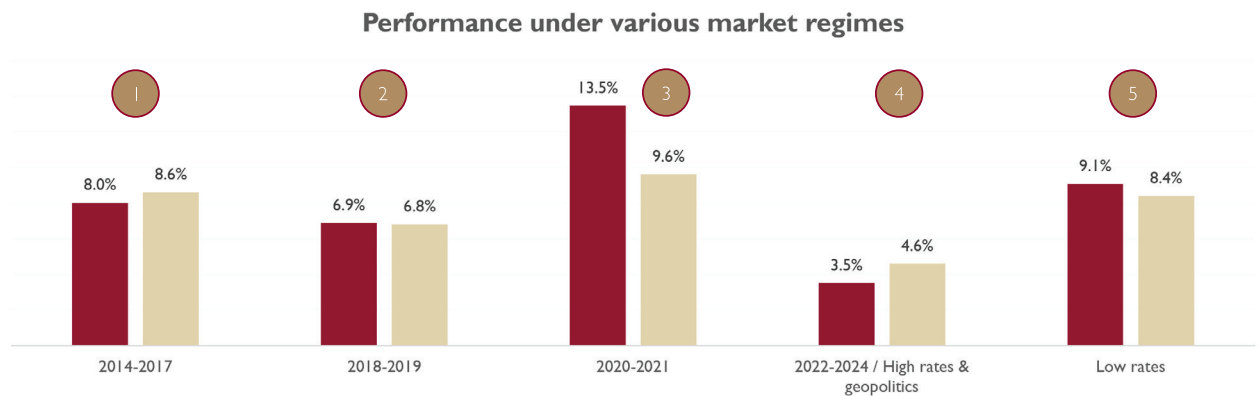
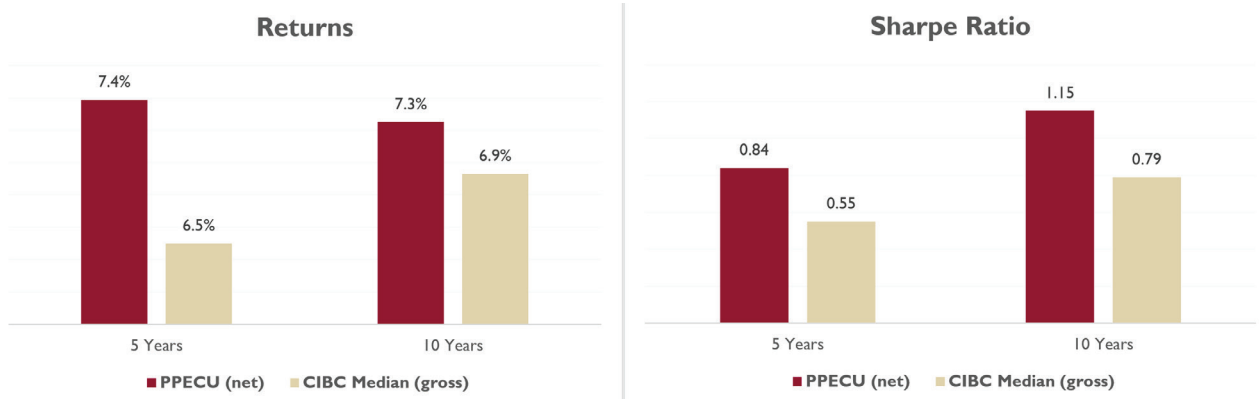
Investments (cont'd)



An all-weather portfolio

Lastly, analyzing the Pension Fund returns alongside the median returns of similarly sized pension funds included in the CIBC Mellon Canadian universe in different market cycles demonstrates how the portfolio has proven to be resilient, as shown in the graph below. The results illustrate the robustness of our investment approach.

The data in the two graphs below is as at December 31, 2024



Various market regimes:

- 1) Implementation of new Investment Policy phase and public beta favored cycles (2014 – 2017)
- 2) Maturation of Investment Policy with minor market correction and rebound (2018 – 2019)
- 3) Post-pandemic disruption with private market favored cycles (2020 – 2021)
- 4) Macro-economic disruption with major market correction and rebound / high interest rates and unstable geopolitical environment (2022-2024)
- 5) Low interest rates environment (2014 - 2021)

Investments (cont'd)



RESPONSIBLE INVESTMENT PROGRAM

The framework

The Responsible Investment (RI) Program further bolsters the prudent oversight of the Pension Committee's fiduciary responsibilities in addressing the Plan's resiliency, in an integrated manner, against global material considerations, including environmental, social and governance (ESG) factors in the Committee's investment management. The RI Program is comprised of four key components:

- 1. Process Standards** that determine the level of care and integration of responsible investing processes to be carried out as part of our current Integrated Due Diligence (IDD) Program.
 - This includes the expansion of our Sustainability Due Diligence Questionnaire (SDDQ) and the development of the portfolio manager assessment rating framework based on recommendations by the Task Force on Climate-related Financial Disclosures (TCFD)¹ framework.
 - This also involves a plan to include recommendations by the Task Force on Nature Related Financial Disclosure (TNFD)² to measure the level of responsible investment commitments, while considering performance results and investment strategy in relation to the whole portfolio.
- 2. Systemic Risk Framework** that aims at assessing the probability of a major disruption of financial services or the collapse of an entire system.
 - This includes scenario planning to measure and evaluate such risks and their global impact on the investment strategy, the individual portfolio manager's risk exposure and the overall value of the Pension Plan.
- 3. Measurement Metrics** that serve to quantify substantial and material risk indicators (such as the Plan's carbon footprint) and other statistics for analysis.
- 4. Active Engagement** that fosters responsible investment considerations with portfolio managers and underlying positions through engagement with stakeholders and collaborative initiatives.

¹ TCFD was established in 2015 by the G20's Financial Stability Board (FSB) (a nongovernmental international body that monitors and makes recommendations about the global financial system)

<https://www.fsb-tcfid.org/>.

² Inspired by TCFD this integrated risk management and disclosure framework focuses on biodiversity risks and opportunities, specifically businesses' biodiversity footprint <https://tnfd.global/>.



Investments (cont'd)

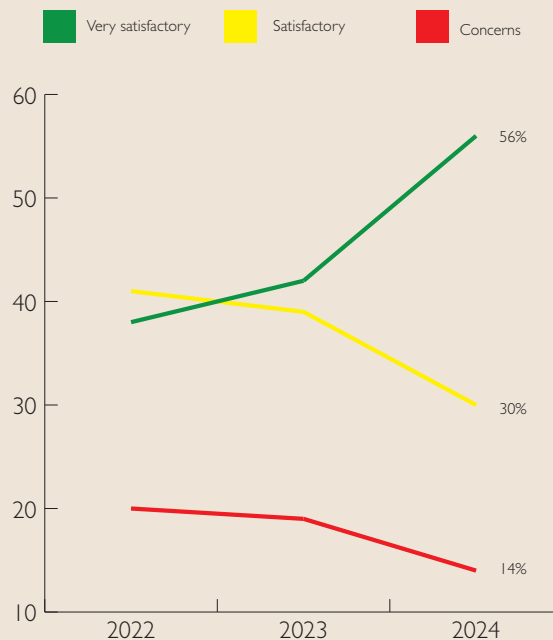


2024 Highlights

The RI Program, which is an evolution of the Responsible Investment Policy adopted in 2009, was approved in 2022. Its design was fully completed and operational by the end of 2024. Here are the key highlights to report for 2024:

- Managers with above average or average **sustainability practices** represent 86% of the portfolio, an improvement over the previous year's result of 81% as illustrated in the charts below. This demonstrates the engagement efforts carried by the Office of the Treasurer's team towards the investment managers. The team effectively met with all of the Fund's investment managers during the year to engage on various topics, with the goal of enhancing the managers' sustainability practices. The scoring is comprised of five key criteria (firm and culture, process, risk, engagement, reporting) and uses color-coded ratings.
- The Pension Fund's exposure to the **Carbon Underground 200** list has declined from 1.16% to -0.16% by the end of 2024, effectively eliminating our climate risk exposure to the highest carbon-emitting companies.
- While most of our managers have an **ESG policy** or are **signatories of various sustainability organizations**, we prefer to go beyond this metric and carefully analyze the sustainability practices of each manager.
- The **carbon emission** calculation of the Measurement component of the RI Program has begun with the selection of two data providers that have assisted in calculating the carbon footprint of the investment portfolio. The results will be shared in 2025 for both public and private investments.
- The **systemic risk program** is also well underway, and the related results will be shared in 2026.
- The Office of the Treasurer's team has further **enhanced the Sustainability Due Diligence Questionnaire (SDDQ)** during 2024 and is now using it for existing as well as for new managers, to ensure a sufficient level of ESG integration prior to investment.

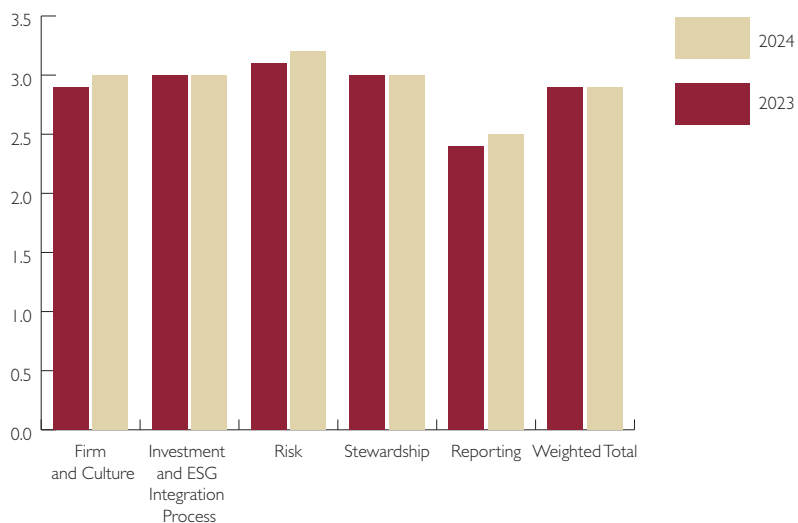
Portfolio Ratings



Investments (cont'd)



Ratings Breakdown



Looking forward, we will continue to report progress as part of our 2025 report. The below is what we are projecting to have completed in the next two years.

1. Operationalizing our systemic risk framework.
2. Continue developing our measurement program in addressing industry wide challenges of data accuracy and publishing our baseline carbon emission.
3. Formalizing our engagement program, including collaborative initiatives and proxy voting.



Funding Policy



In 2018, Concordia University's Board of Governors adopted a new version of the Funding Policy for the Plan. An earlier version of the policy had been adopted by the Pension Committee in 2011, after a complete enterprise risk management assessment exercise of the Plan was performed. The Committee was ahead of most plans in adopting a formal Funding Policy as early as 2011.

The Funding Policy was later updated following the adoption of *Bill 29 – An Act to amend the Supplemental Pension Plans Act* mainly with respect to the funding of defined benefit pension plans by the government of Quebec in 2015. This legislation mandated the adoption of a Funding Policy for all defined benefit pension plans in Quebec, to be implemented by the governing body with the authority to amend the plan, which, in this case, is Concordia's Board of Governors.

The revised Funding Policy adopted in 2018 contains all the elements required under the Act. The Funding Policy outlines clear funding objectives for the Plan, namely:

- Maintain the Plan fully funded at a stable and sustainable cost over both the short and long-term;
- Preserve equity amongst generations by minimizing volatility in contributions and the risk of facing a funding shortfall, and by ensuring the continuity of the Plan in its current form, including the security of benefits to be provided and the payment of indexation to retirees.

An important section of the policy is about identifying the main risks associated with the funding of the Plan. The most impactful risk was identified under the investment risks category as being the loss of invested capital that could result from the occurrence of a major financial crisis. Among other economic risks identified are inflation and increases in pensionable earnings that would be higher than expected. Longevity risks and other demographic risks such as an increase in the average age of active members and a trend in retirements occurring at an earlier age than expected are risks also relevant to note.

Another important section of the policy describes the risk management measures that are in place. The most significant risk management measure is the innovative Investment Policy adopted in 2013. Among other particularities, the asset allocation is designed to meet the investment return objective, which corresponds to the rate at which the Plan liabilities are valued, currently at 5.9% annually. Furthermore, the Investment Policy is designed with the following characteristics:

- With a risk-adjusted focus in order to provide the ability to meet the Plan's target investment return at the lowest possible level of portfolio risk;
- It is allocated based on funding objectives as opposed to specific asset classes;
- It prioritizes absolute and skill-oriented strategies as opposed to relative or passive investment products;
- The asset allocation is composed of complementary strategies that have different behaviors, i.e., that do not move in the same direction in given market conditions;
- The concentration of all investment-related risks is limited.

Other funding strategies identified include the frequency of actuarial valuations. This strategy enables the Pension Committee to file actuarial valuations before they are required according to legislative requirements, if it turns out to be beneficial for the funding of the Plan. Another key section of the Funding Policy provides clear directions on the management of funding surpluses, funding shortfalls and margins.

Funding Policy (cont'd)



On an annual basis and/or at each periodic actuarial valuation, the Pension Committee proactively monitors several key indicators that have an impact on the funding status of the Plan to ensure that they remain in good standing. The table below shows some of these indicators and their evolution over the last three years:

Funding Indicator	2024	2023	2022
Total Plan cost for post-2015 period ¹	18.0%	18.2%	18.2%
Pension Payments / Contributions Industry Benchmark: < 100%	98.1%	98.8%	94.5%
Liabilities / Pensionable Payroll Industry Benchmark: < 500%	447%	440%	431%
Plan maturity ¹ Industry Benchmark: Liabilities of Active members > 50% / Liabilities of Non-Active members < 50%	Actives: 49.9% Pensioners & Deferred: 50.1%	Actives: 48.8% Pensioners & Deferred: 51.2%	Actives: 48.8% Pensioners & Deferred: 51.2%
Active members – Average age	47.7	47.2	47.1
Active members – Average age at retirement	Academic: 63.4 Non-Academic: 60.2	Academic: 66.4 Non-Academic: 64.2	Academic: 66.3 Non-Academic: 63.4
Pensioners – Average age	74.7	74.9	74.2
Pensioners – Average age at death	86.1	84.5	84.7

¹ These figures can only be updated when an actuarial valuation is performed – the figures shown for 2022 and 2023 are from the actuarial valuation as at December 31, 2022, and those for 2024 are from the preliminary results of the actuarial valuation as at December 31, 2024 currently under preparation.

As reported in last year's annual report, the Pension Committee created a special working group in 2022, named the Longevity Management Working Group (LMWG). The LMWG's mandate was to review, analyze and develop a formal risk management framework around the longevity risks that the Plan is facing, which is becoming a topic of growing concern for pension plans in general given the expected future improvements in longevity. In 2023, the mandate of the LMWG was enhanced to include the review of other major funding risks outlined in the Funding Policy, with the exception of investment risks that are already closely monitored via the Integrated Due Diligence Program, under the oversight of the Investment Sub-Committee. In addition to longevity risks, the LMWG was looking at other economic and demographic risks with an aim to ensure that they remain manageable and in alignment with the objectives of the Funding Policy. The working group has now completed its mandate by presenting a proposed risk management framework to the Pension Committee, which will be integrated into the Funding Policy during the course of 2025.

Financial Status of the Fund

The following table details the fund's financial activities in 2024 and 2023, as well as the net asset value at the end of those years, based on the market value.

Changes in net assets available for benefits	(in thousands of dollars)	
	2024	2023
Market value at the beginning of the year	1,506,865	1,475,502
Plus		
Employee's contributions	29,732	26,407
University contributions	40,009	38,084
Transfers-in from other plans	1,236	913
Investment income	96,111	38,406
Total increases	167,088	103,810
Minus		
Pension payments	69,642	65,385
Transfers-out to other plans	461	1,026
Other lump-sum refunds	4,928	3,683
Operating expenses	2,696	2,353
Total decreases	77,727	72,447
Market value at the end of the year	1,596,226	1,506,865

EXPENSES PAID BY THE PENSION FUND

Below is an overview of the operating expenses paid by the Pension Fund:

- Investment management fees invoiced by investment managers and paid by the fund, which, in 2024, represent approximately 0.02 of one percent of the total net assets available at year end (0.02 in 2023);
- Custodial fees, including costs for the external custody of all Plan assets, for investment performance measurement services and for benefits payment services, such as the issuance of pension payments and refunds to terminated members;
- Actuarial services, including consulting, support for day-to-day administration of members' benefits and pension administration system;
- External audit fees for the certification of financial statements;
- Other consulting and professional fees, such as investment consulting, legal fees and fiduciary insurance for Pension Committee members;
- Fees for the financial management of the Plan by the Office of the Treasurer of Concordia University, as delegated by the Pension Committee and which are, for most of the resources involved, shared with the Concordia University Inter-Generational Fund (CUiF) for greater efficiency;
- Annual registration fees to Retraite Québec;
- Administrative expenses such as printing, mailings and meeting expenses.

In 2024, total expenses paid by the Pension Fund were slightly below \$2.7 million and represented 0.17 of one percent of the total net assets available at December 31, 2024 (0.16 of one percent in 2023).

The handling of employee requests and recordkeeping of members' files is covered internally by the University's Pension Services unit, under the Department of Human Resources. Costs for these services are subsidized by the University.

Actuarial Valuation



At least once every three years, the actuary reviews the Plan's assets and liabilities to ensure that there is enough money in the fund to provide the benefits promised by the Plan. This review is called an actuarial valuation.

An actuarial valuation was completed to establish the financial position of the Plan as at December 31, 2022. The results of the valuation are indicated below. The actuarial valuation report was finalized and filed with Retraite Québec and the Canada Revenue Agency in September of 2023 and set the employee and employer contribution rates effective January 1, 2024. The valuation examines the Plan's status on two bases: ongoing and solvency.

FUNDING ON AN ONGOING BASIS

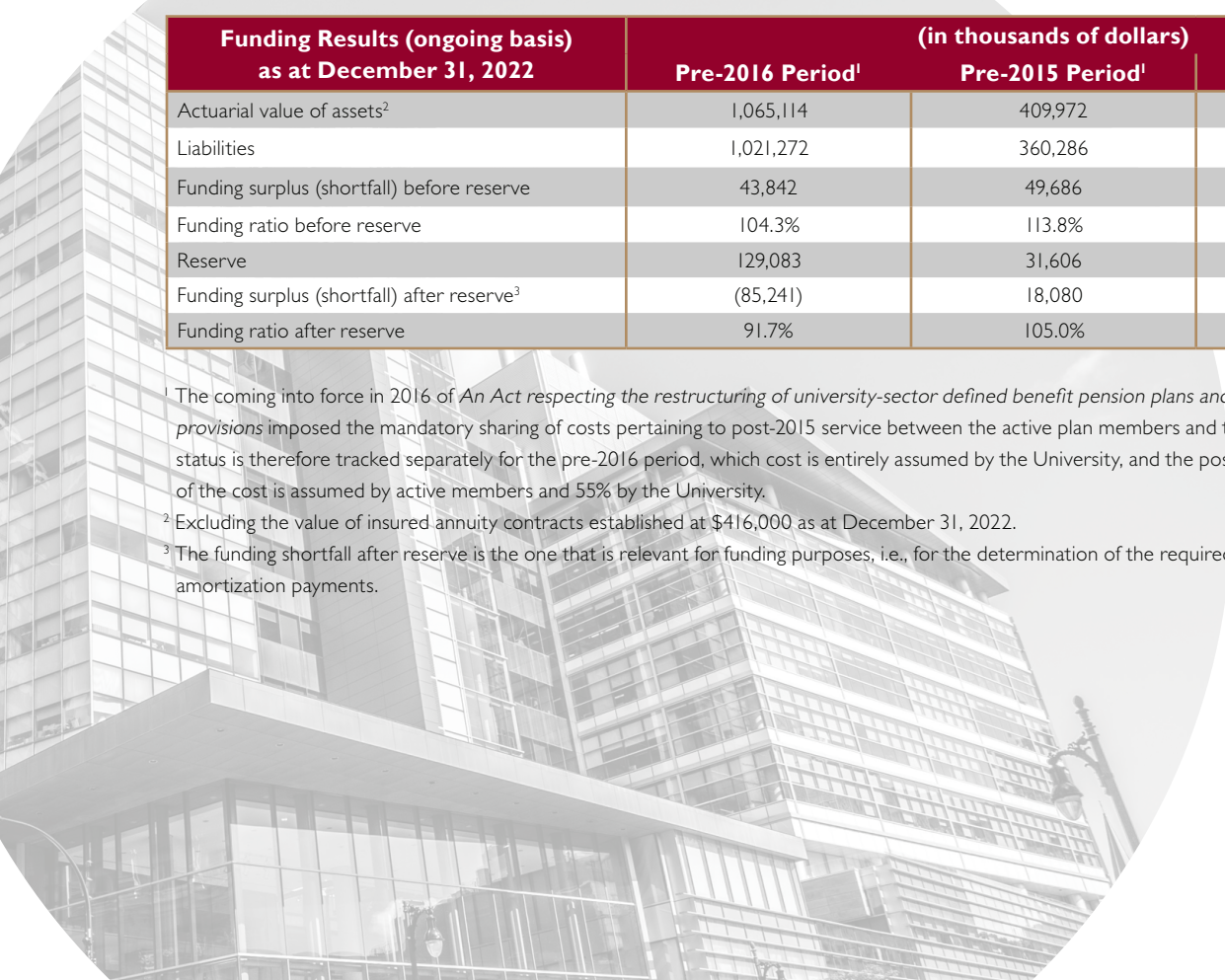
The ongoing basis examines whether the Pension Fund has sufficient assets to pay all accumulated and projected benefits as at the valuation date, assuming the Plan will be maintained indefinitely. In accordance with government regulations, liabilities are compared to the actuarial value —or market value —of assets.

Funding Results (ongoing basis) as at December 31, 2022	(in thousands of dollars)		
	Pre-2016 Period ¹	Pre-2015 Period ¹	Total
Actuarial value of assets ²	1,065,114	409,972	1,475,086
Liabilities	1,021,272	360,286	1,381,558
Funding surplus (shortfall) before reserve	43,842	49,686	93,528
Funding ratio before reserve	104.3%	113.8%	106.8%
Reserve	129,083	31,606	160,689
Funding surplus (shortfall) after reserve ³	(85,241)	18,080	(67,161)
Funding ratio after reserve	91.7%	105.0%	95.1%

¹ The coming into force in 2016 of *An Act respecting the restructuring of university-sector defined benefit pension plans and amending various legislative provisions* imposed the mandatory sharing of costs pertaining to post-2015 service between the active plan members and the University. The funding status is therefore tracked separately for the pre-2016 period, which cost is entirely assumed by the University, and the post-2015 period, for which 45% of the cost is assumed by active members and 55% by the University.

² Excluding the value of insured annuity contracts established at \$416,000 as at December 31, 2022.

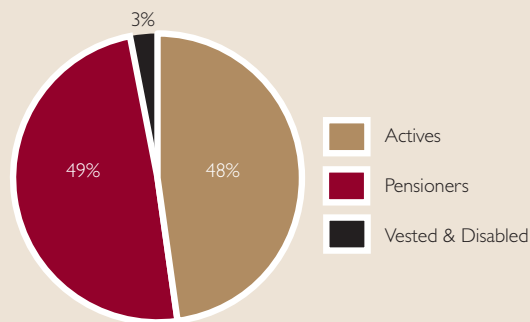
³ The funding shortfall after reserve is the one that is relevant for funding purposes, i.e., for the determination of the required funding shortfall amortization payments.



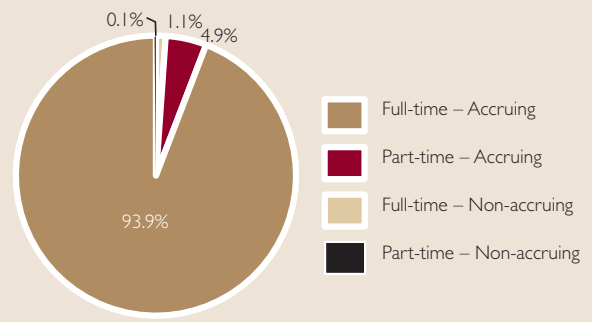
Actuarial Valuation (cont'd)



Breakdown of total liabilities as at December 31, 2022 per type of members



Breakdown of liabilities for active members as at December 31, 2022 per participation status



FUNDING ON A SOLVENCY BASIS

The solvency basis examines whether the Pension Fund would have had enough assets to pay all accumulated benefits had the Plan been terminated on the valuation date.

Funding Results (solvency basis) as at December 31, 2022	(in thousands of dollars)
Market value of assets (net of termination expenses)	1,473,102
Liabilities	1,617,611
Solvency shortfall	(144,509)
Solvency ratio	91.1%

Following the adoption of a regulation applicable to pension plans sponsored by Quebec universities on December 31, 2006, the requirement for the University to contribute towards a solvency shortfall was eliminated.

Actuarial Valuation (cont'd)



NEXT ACTUARIAL VALUATION

At the time of publishing this report, an actuarial valuation as at December 31, 2024 was under preparation for filing with the government authorities by no later than September 30, 2025. The next required actuarial valuation would have been as at December 31, 2025, however as explained in the “Message from the Chair and from the Secretary of the Pension Committee” at the beginning of this report, the Pension Committee made the decision to file an “early” actuarial valuation in order to allow for the application of the new funding rules effective on December 31, 2024, namely the conversion of the Plan’s “reserve” into a “stabilization fund”. The actuarial valuation as at December 31, 2024 will set the employee and employer contribution rates for calendar years 2026, 2027 and 2028. The preliminary results of the actuarial valuation indicate an overall surplus before reserve of \$32.2 million and a deficit of \$134.4 million after taking into consideration the reserve that the Plan is obligated to constitute. The figures represent funding ratios of 102.1% and 91.4% respectively.

Preliminary Funding Results (ongoing basis) as at December 31, 2024	(in millions of dollars)		
	Pre-2016 Period	Post-2015 Period	Total
Market value of assets	1,031.0	564.9	1,595.9
Liabilities	1,039.1	524.6	1,563.7
Funding surplus (shortfall) before reserve	(8.1)	40.3	32.2
Funding ratio before reserve	99.2%	107.7%	102.1%
Reserve	132.2	34.4	166.6
Funding surplus (shortfall) after reserve	(140.3)	5.9	(134.4)
Funding ratio after reserve	86.5%	101.1%	91.4%

From the previous actuarial valuation as at December 31, 2022, the funding status before reserve went down from 106.8% to 102.1%, representing a decrease of 4.7%. This reduction in the Plan’s funding status is mainly explained by two factors, namely the fact that the investment returns for 2023 were below the objective of 5.9% and the salary increases granted for 2023, 2024 and 2025 which were above the actuarial assumption of 2.5% plus merit and promotional scale.

COST SHARING FOR THE POST-2015 PERIOD

Following the coming into force of *Bill 13, An Act respecting the restructuring of university-sector defined benefit pension plans and amending various legislative provisions*, since January 1, 2018, total Plan costs for the post-2015 period are shared in the proportion of 45% by active members and 55% by the University. Total Plan costs consist of the following elements:

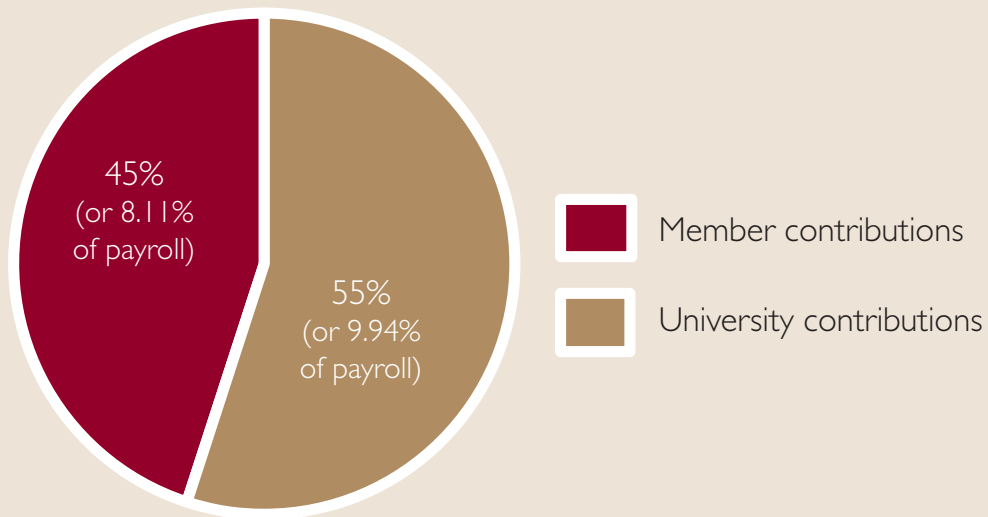
- Current service cost;
- Stabilization contributions, equal to 10% of the current service cost without margins; and
- Any amortization payment required to fund a shortfall for the post-2015 period.

Amortization payments related to a funding shortfall for the pre-2016 period remain fully at the charge of the University. The Plan was not formally split in two separate components for the pre-2016 and post-2015 periods, however mechanisms were put in place in order to accurately establish the funding status pertaining to each period, and hence the cost attributable to each period.

Actuarial Valuation (cont'd)

As per the actuarial valuation as at December 31, 2022 and applicable for the calendar year 2024, the total cost of the Plan for the post-2015 period (constituted by the current service cost, or normal cost and the stabilization contributions) was 18.07% expressed as a percentage of the total pensionable payroll. As at December 31, 2022, there was no funding shortfall attributable to the post-2015 period, hence the 2024 cost and contributions did not include any amortization payment component.

In 2024, the total cost was shared between members accruing service and the University in the following manner:



Actuarial Valuation (cont'd)

UNIVERSITY'S CONTRIBUTION REQUIREMENT

In accordance with Plan provisions and legislative requirements applicable since January 1, 2018, the University's contributions are equal to 55% of the cost related to the post-2015 period, plus 50% of the amortization payments that are required to liquidate the funding shortfall for the pre-2016 period over 15 years. The other 50% of the amortization payments is covered by the actuarial reserve. As per legislative requirements that took effect on January 1, 2018, the cost of any funding shortfall related to the post-2015 period is to be shared between active members who are accruing service under the Plan and the University. The following table shows the University's contribution requirements for years 2021 to 2024, established by the most recent actuarial valuations performed:

Year	Contributions Determined by Actuarial Valuation as at	Current Service Cost as a Percentage of Pensionable Payroll ¹	Funding Shortfall Amortization Payments (in thousands of dollars)
2021	December 31, 2019	9.91%	\$4,753
2022	December 31, 2019	9.91%	\$4,753
2023	December 31, 2019	9.91%	\$4,753
2024	December 31, 2022	9.94%	\$3,057

¹ Including stabilization contributions required since January 1, 2018.

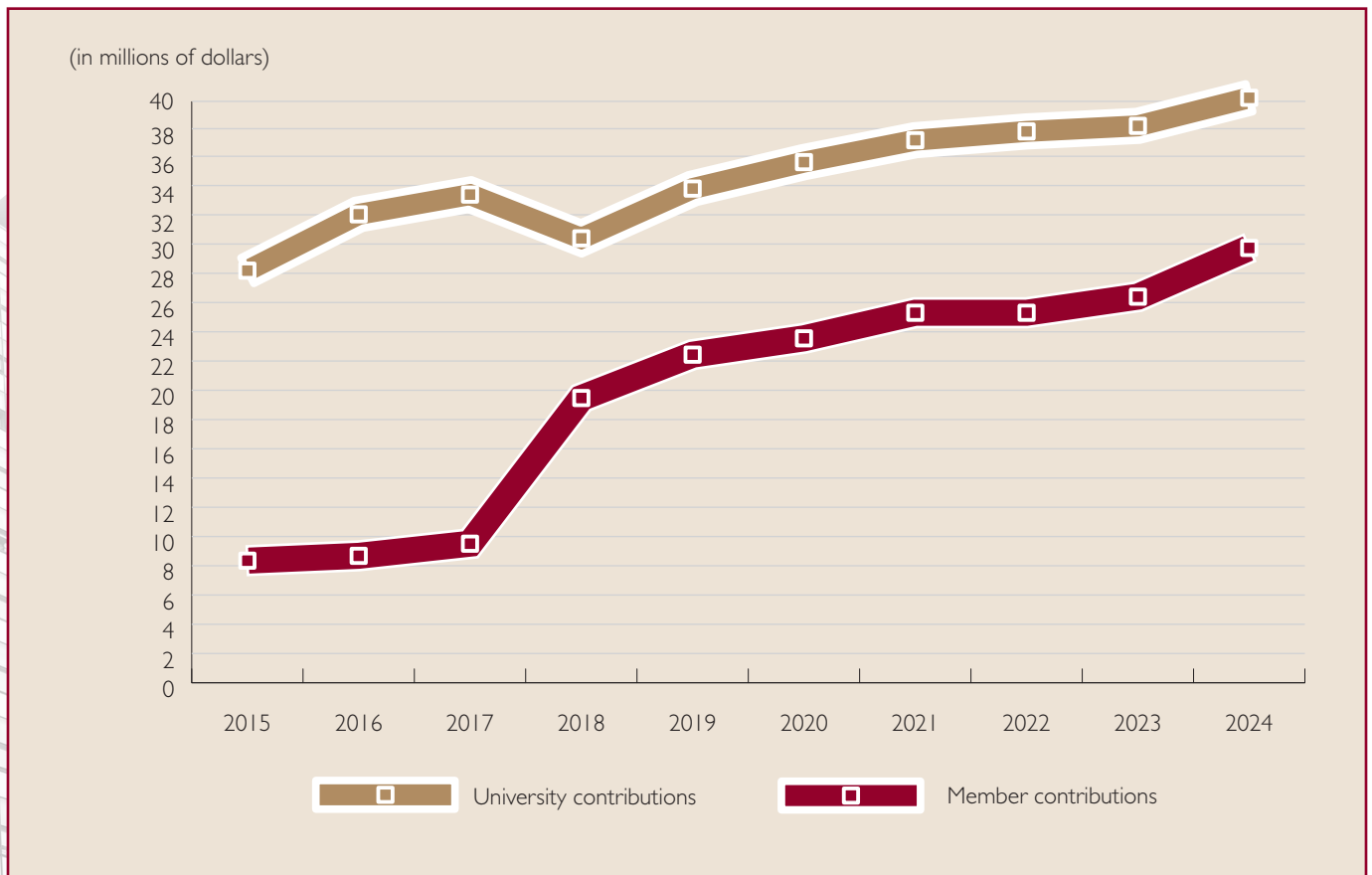
Since the Plan's solvency ratio is less than 100%, the University also opted to remit special contributions to the Plan when lump-sum payments are made for refunds following termination prior to January 1, 2018, or for death benefit payments, in order to allow for the payments to be made in full. The University does not remit special contributions to the Plan when lump-sum payments are made for refunds following termination on or after January 1, 2018. Following the coming into effect of changes to the applicable funding rules in February 2024, such special contributions are no longer required and have been discontinued in 2025.

University Contributions in 2024	(in thousands of dollars)
Regular contributions	\$36,768
Funding shortfall amortization payments	\$3,057
Special contributions	\$184

Actuarial Valuation (cont'd)

EMPLOYEES' CONTRIBUTION REQUIREMENT

Since January 1, 2018, employees' contributions are equal to 45% of the cost pertaining to the post-2015 period, as described on page 27. The total cost includes the current service cost, or normal cost, the stabilization contributions and the cost of any amortization payment required to fund a shortfall related to the post-2015 service. The employees' share of the cost is translated into a percentage of earnings using a two-tiered formula; the contribution rate is lower on earnings up to the level covered by the Quebec Pension Plan, i.e., the Yearly Maximum Pensionable Earnings (YMPE). In 2024, members who are accruing service contributed 7.6% of their earnings up to the YMPE and 9.1% of their earnings in excess of the YMPE, when any. Over the last 10 years, the members' and University total contributions to the Plan were as follows:



Plan Management



PENSION COMMITTEE

The Pension Committee is a legally autonomous body comprised of member and employer representatives that is responsible for the administration of the Plan. At the time of printing this report, the Pension Committee members were:

Members of the Board of Governors and University Representatives (6)

- Mr. Jeff Bicher, Chair, appointed by the Board of Governors
- Mr. Sam Reda, Vice-Chair, appointed by the Board of Governors
- Mr. Gary Chateram, appointed by the Board of Governors
- Mr. Denis Cossette, designated by the Chair of the Board of Governors — CFO of Concordia University
- VACANT, designated by the University's President and Vice-Chancellor
- Mr. Michael Di Grappa, ex-officio member — Vice-President, Services and Sustainability of Concordia University

Members' Representatives and Independent Member (7)

- Mr. Douglas Chananda, Administrative & Support Staff Representative
- Mr. Brian Cooper, Administrative & Support Staff Representative
- Dr. Michel Magnan, Academic Staff Representative
- Dr. Ian Rakita, Academic Staff Representative
- Mr. Garry Milton, Non-active Members' Representative
- Dr. Bryan Campbell, Alternate Non-active Members' Representative
- Mr. Pierre Collins, Independent Member

Non-voting Members (2)

- Ms. June Riley, Part-time Employee Groups Representative (acquires voting rights in the absence of any of the other four active members' representatives)
- Mr. Marc Gauthier, Principal Administrator of the Pension Plan for the Employees of Concordia University and Secretary of the Pension Committee



Plan Management (cont'd)



PROCESS FOR SELECTING MEMBER REPRESENTATIVES

By law, at the Annual Information Meeting, the Active members' group and the Non-active members' group may each designate two representatives (one with voting rights and the other without voting rights) to the Pension Committee.

However, at Concordia, this requirement was extended to include seven representatives for Plan members, as follows:

- Five representing the Active Members:
 - Two members designated by the Electoral College;
 - Two members designated by CUFA;
 - One member designated by the Part-time Employee Groups, who acquires voting rights in the absence of any of the other four Active members' Representatives.
- Two representing – and elected by – the Non-active members:
 - One regular Representative;
 - One alternate Representative who acquires voting rights in the absence of the regular Representative.

PENSION COMMITTEE RESPONSIBILITIES

The role of the Pension Committee is to protect the rights of all Plan members and to maintain and grow the Pension Fund assets.

The Pension Committee's tasks include:

- Ensuring the Plan complies with provincial and federal legislation;
- Maintaining Plan and members' records up to date;
- Keeping Plan members informed by ensuring they receive a personal statement on an annual basis and by holding an annual information meeting;
- Verifying that contributions are remitted to the Pension Fund and are in accordance with the latest actuarial valuation report, applicable legislation and Plan provisions;
- Making sure that benefits are paid in accordance with Plan provisions and applicable legislation;
- Overseeing the payment of Plan expenses;
- Overseeing the Pension Fund's investments, including the adoption and periodic review of an appropriate Investment Policy, the selection of investment managers and monitoring of returns;
- Adoption and periodic review of the Responsible Investment Program;
- Ensuring that audited financial statements are prepared at every year end and that the Plan's Annual Information Return is prepared and filed with Retraite Québec (RQ); and
- Ensuring that actuarial valuations are prepared and submitted to RQ at least once every three years.

In carrying out these tasks, Pension Committee members must:

- Act prudently, diligently, skillfully, honestly and loyally;
- Act in the best interests of all Plan members and beneficiaries; and
- Avoid any conflicts of interest.

The Pension Committee's sole responsibility is the administration of the Plan. Any recommendations for Plan changes are made by the Benefits Committee and must be approved by the University's Board of Governors.



Plan Management (cont'd)



INVESTMENT SUB-COMMITTEE

In 2013, the Pension Committee modified its governance structure to establish a permanent Investment Sub-Committee (ISC). This committee is delegated by the Pension Committee to monitor the investment managers and investment results and to conduct searches for new investment managers. The ISC reports back regularly to the Pension Committee. All decisions are voted upon at the Pension Committee level.

At the time of printing this report, the members of the ISC were the following:

- Mr. Sam Reda, Chair of the ISC
- Mr. Marc Gauthier
- Mr. Douglas Chananda
- Mr. Gary Chateram
- Dr. Michel Magnan
- Mr. Garry Milton
- Dr. Bryan Campbell
- Mr. Pierre Collins

LONGEVITY MANAGEMENT WORKING GROUP

The Longevity Management Working Group (LMWG) was an ad-hoc sub-committee set up by the Pension Committee in 2022 with a mandate to perform an in-depth analysis of the longevity risk that the Plan is exposed to and to develop a formal risk management framework around it. In 2023, its mandate was enhanced to include the assessment of other major funding risks of economic or demographic nature, except for investments, which are already closely monitored. Following its extensive review, the LMGW completed its mandate in early 2025 by presenting a recommended risk management framework to the Pension Committee, which is now at the phase of being integrated within the Plan's Funding Policy.

AUDIT COMMITTEE

Based on best governance practices, the Pension Committee established a formal Audit Committee (AC) in 2021. This committee is delegated by the Pension Committee to meet with the external auditors to establish the audit plan before the audit work for a given fiscal year begins. Furthermore, the AC receives and discusses the audit findings report with the external auditors and reviews the audited financial report before recommending it to the Pension Committee for final approval.

At the time of printing this report, the members of the AC were the following:

- Dr. Michel Magnan, Chair of the AC
- Mr. Douglas Chananda
- VACANT
- Mr. Jonathan Ngo
- Mr. Marc Gauthier (non-voting)



Plan Management (cont'd)



CONCORDIA UNIVERSITY OFFICE OF THE TREASURER

The financial management and daily oversight of the Plan are delegated by the Pension Committee to the Office of the Treasurer, which operates within the Financial Services Department of Concordia University.

The employees of the Office of the Treasurer who are involved with the management of the Plan are the following:

- Mr. Marc Gauthier, University Treasurer and Chief Investment Officer and Principal Administrator of the Plan
- Mr. Pierre Mc Nicoll, Governance Secretary
- Ms. Janice Wong, Executive Assistant
- Mr. Boni Abdel Chabi-Yo, Director of Investments
- Mr. John Boyronikos, Financial Analyst
- Ms. Inesse Kao, Investment Advisor
- Ms. Maha Fakh, Advisor, Sustainability and Investment
- VACANT, Quantitative Investment Analyst
- Ms. Maryse Picard, Senior Administrator, Benefits Portfolio
- Ms. Aileen Ziga-Kearney, Financial and Compliance Advisor, Benefits Portfolio
- Ms. Florence Kwan, Financial Accountant, Benefits Portfolio
- Mr. Nazib T. Ahmed, Accounting Assistant

MAIN DECISIONS AND ACCOMPLISHMENTS IN 2024

In addition to the regular tasks listed above, the duties of the Plan have been fulfilled by completing the following in 2024:

Governance

- Appointment of a new Pension Committee Chair and new ISC Chair.
- Onboarding of a new Governance Secretary for the Pension Committee and all sub-committees.
- Continued work by the Longevity Management Working Group on the assessment of longevity, demographic and economic risks and on the design of a risk management framework to address them.
- Requests for proposals (RFPs) for actuarial consulting services and external auditing services.
- Presentation, review and discussions around legislative changes and issues and initiatives in the industry, especially on the revised funding rules that took effect on February 22, 2024 for the pension plans of the municipal and university sectors.

Investments

- Completion of the work by the Responsible Investment Working Group and transfer of the related implementation and oversight responsibilities to the ISC.
- Continued progress on the implementation of the Investment Policy changes adopted in 2020.
- Approval of new investment allocations to: a global infrastructure responsible investment fund, a private debt mandate in life sciences and a mandate in critical minerals and materials.
- Adoption of a modification to the Investment Policy regarding the minimum required level of liquidity to be maintained in the fund.
- Summary of the accomplishments, transformation and evolution of the last ten years, under the tenure of the former ISC Chair and preliminary orientations for the next ten years.



Plan Management (cont'd)



Operations

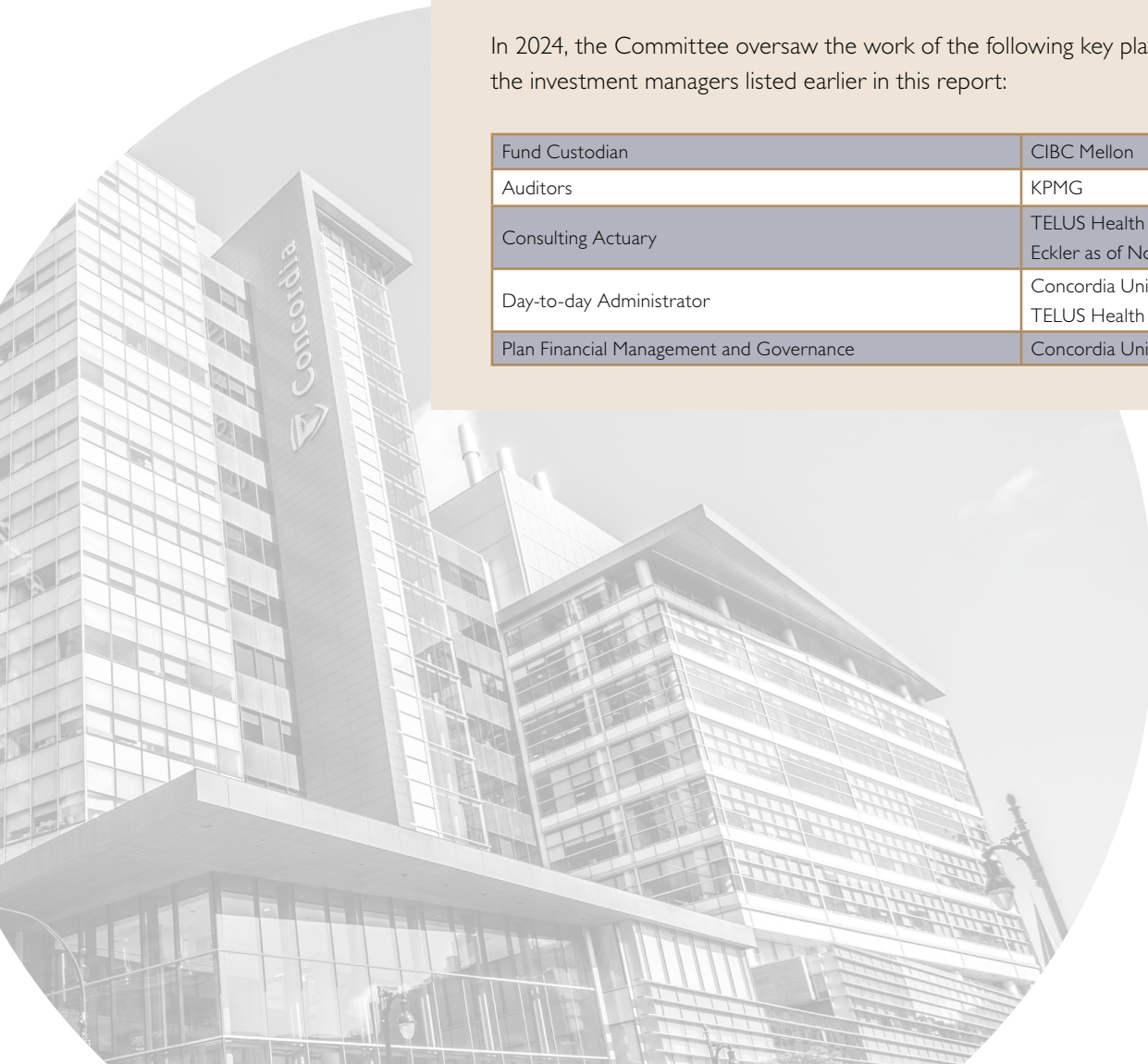
- Launch of CIBC Mellon's pensioner portal.
- Holding of the fifth virtual Annual Information Meeting and survey conducted among participants.
- Work begun for the application of the new funding rules, namely on the conversion of the Plan's "reserve" into a "stabilization fund."
- Compliance monitoring of the Plan text with no issues reported to the Pension Committee.

OTHER KEY PLAYERS

While the Pension Committee is responsible for various tasks, it has the right to delegate some of its duties and to hire experts as service providers.

In 2024, the Committee oversaw the work of the following key players, in addition to that of the investment managers listed earlier in this report:

Fund Custodian	CIBC Mellon
Auditors	KPMG
Consulting Actuary	TELUS Health until October 2024 Eckler as of November 2024
Day-to-day Administrator	Concordia University Pension Services and TELUS Health
Plan Financial Management and Governance	Concordia University Office of the Treasurer



What's Ahead



The Pension Committee has several projects planned for 2025 and 2026 to ensure continued improvement of the Plan management and its future sustainability. These special projects include the following:

Governance

Preparation and filing of an actuarial valuation report as at December 31, 2024 and completion of the work required for the conversion of the “reserve” into a “stabilization fund” as rendered possible under the new funding rules that came into effect in February 2024, including adoption of amendments to the Pension Plan text.

Review and update of the Plan's Funding Policy to reflect the new funding rules and to integrate the risk management framework recommended by the Longevity Management Working Group (LMWG) following the completion of their in-depth review of the Plan's longevity, demographic and economic risks.

Tabling of the Plan's compliance program and of the related reporting.

Review and update of the Internal Management Rules including the introduction of a conflict of interest declaration process and undertaking of confidentiality agreement by Pension Committee members.

Review and update of the Plan's Funding Policy following the adoption of revised funding rules by the Government of Quebec in February 2024.

Investments

Presentation and implementation of orientations for the next ten years for the Investment Policy.

Responsible Investment Program: operationalization of the systemic risk framework.

Suspension of the dynamic currency hedging program and move to a 50%-50% passive hedging strategy until completion of a search for a new strategy best fitted to the new context in the currency market.

Update of the Investment Policy document and drafting of all documentation related to the Responsible Investment Program.

Operations

Human Resources Information System (HRIS) upgrade planned for fall of 2025.

Negotiation and conclusion of a new Reciprocal Transfer Agreement with Retraite Québec for the public sector pension plans.

Plan brochure for members.

Explore the possibility of implementing optional electronic communications to pensioners.

Resources for Members and Retirement Planning



The Pension Plan offered by Concordia is a key element in your financial planning for retirement. It is a defined benefit pension plan and as such, it guarantees the amount of pension you will receive, based on a formula set forth in the Plan text. It is the role of the Pension Committee to make sure that the Plan is managed rigorously and in compliance with the applicable legislation and best governance practices. For more information on the Plan, we invite you to visit the following links:

- Information about the Pension Plan:
<https://hub.concordia.ca/carrefour/services/hr/benefits/pension.html>
- Short video overview of the Pension Plan:
<https://hub.concordia.ca/carrefour/services/hr/benefits/pension/video.html>
- Contribution estimator tool available to active Plan members:
<https://hub.concordia.ca/carrefour/services/hr/benefits/pension.html>
- Employee web tool, pension@ccess, which provides access to your personal annual statements, allows you to make pension projections under various scenarios and provides additional information: concordia.pension.hroffice.com
- If you have retired from or left the University and as such do not have access to Carrefour or to the employee web tool, some information on the Plan is available on Concordia's general website, under the Human Resources section:
<http://www.concordia.ca/hr/benefits/pension.html>

The members of the Pension Services team at Human Resources are available to provide support and address any questions you may have regarding your pension file and benefits. They can be reached by e-mail at pensions@concordia.ca. If you are planning to retire, it is recommended that you get in touch with them at least three months in advance of your retirement date in order to allow sufficient time for the required steps.

Ce document est également disponible en français.



**PENSION PLAN FOR THE EMPLOYEES
OF CONCORDIA UNIVERSITY**