



CPP  
INVESTMENT  
BOARD

# Terms of Reference for the Board

**February 13, 2019**

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## 1.0 INTRODUCTION AND PURPOSE

The objects and powers of the CPP Investment Board are outlined in the **Act** and include the following responsibilities:

- (a) to assist the CPP in meeting its obligations to contributors and beneficiaries under the CPP;
- (b) to manage amounts transferred to the CPP Investment Board under sections 108.1 and 108.3 of the CPP in the best interests of CPP contributors and beneficiaries; and
- (c) to invest the CPP Investment Board's assets with a view to achieving a maximum rate of return, without undue risk of loss, having regard to the factors that may affect the funding of the CPP and the ability of the CPP to meet its financial obligations on any given business day.

The **Act** prohibits the CPP Investment Board from carrying on any business or activity or exercising any power that is inconsistent with its objects or that the CPP Investment Board is restricted by the **Act** from carrying on or exercising, and provides that the CPP Investment Board shall not exercise any of its powers in a manner which is contrary to the **Act**.

The **Act** also states that the Board “shall manage or supervise the management of the business and affairs” of the CPP Investment Board. In supervising the conduct of the business, the Board, through the President, will set the CPP Investment Board standards of conduct and ensure the integrity of its operations.

These terms of reference are designed to clarify the Board’s responsibilities. The Board has also adopted **Guidelines for the Board**, which provide elaboration upon the **Terms of Reference for the Board**.

## 2.0 PROCEDURES AND ORGANIZATION

### 2.1 Delegation

Subject to the **Act** and the By-laws, the Board may delegate its powers, duties and responsibilities to the Chairperson, Board Committees or to Management. The Board operates by delegating to Management certain of its authorities, including spending authorizations, and by reserving certain powers to itself.

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As provided by the Act, the Board may not delegate the power to:

- (a) adopt, amend or repeal By-laws;
- (b) establish the CPP Investment Board's Investment Statements or Risk Policy;
- (c) fill a vacancy in a Board Committee or in the office of the auditor of the CPP Investment Board;
- (d) appoint Officers and/or fix their remuneration; or
- (e) approve the CPP Investment Board's annual financial statements and any other financial statements issued by the CPP Investment Board.

## **2.2 Board Affairs**

The Board retains the responsibility for managing its own affairs including:

- (a) being prepared to consult with the Minister of Finance regarding the selection of the Chairperson;
- (b) annually approving the Chairperson's objectives for each upcoming year;
- (c) approving the competencies, skills and experience required for the Board and, where a director appointment is to be made, approving the specific competencies, skills and experience required of the new director, the search process and the names to be submitted to the External Nominating Committee (including the names of any Directors being recommended for reappointment);
- (d) establishing Board Committees;
- (e) appointing Board Committee members and chairs;
- (f) ensuring that all new Directors receive a comprehensive orientation and that the Board provides continuing development opportunities for Directors;

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- (g) ensuring that the Board, the Chairperson, Board Committees and each individual Director are regularly assessed regarding effectiveness and contribution and, in particular, that the Board is adequately prepared to determine whether a Director whose term is expiring should be recommended for reappointment;
  - (h) approving the annual statement of governance practices for publication in the Annual Report, and any summary of procedures, as required;<sup>1</sup>and
  - (i) determining Chairperson and Director compensation.

### 3.0 DUTIES AND RESPONSIBILITIES

#### 3.1 Investment Statements and Risk Policy

The Board has the responsibility to establish the CPP Investment Board's Investment Statements and Risk Policy and review and approve these documents at least annually.

#### 3.2 Conduct and Culture

The Board has the responsibility to:

- (a) foster an inclusive culture of ethics and integrity throughout CPP Investment Board;
- (b) establish a Code of Conduct;
- (c) establish procedures for identifying potential conflicts of interest and resolving such conflicts;
- (d) designate a Board Committee to monitor application of the **Code of Conduct** and **Conflict of Interest Policy**; and
- (e) review and approve the **Code of Conduct** and **Conflict of Interest Policy** when warranted.

#### 3.3 Governance Model

The Board has the responsibility to ensure that any legislative or other changes which affect the statutory governance framework of the CPP

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<sup>1</sup> As per items 22(1) and 22(4) of the CPP Investment Board **Regulations**.

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Investment Board are implemented in accordance with applicable law and that the views of the CPP Investment Board as to the effects of the proposed change on that governance framework and the ability of the CPP Investment Board to fulfill its statutory mandate are appropriately communicated.

### 3.4 Management Oversight

The Board has the responsibility:

- (a) in respect of the President to:
  - (i) select, appoint and plan for succession of the President;
  - (ii) set the **Terms of Reference for the President**;
  - (iii) annually approve the corporate goals and objectives that the President is responsible for meeting;
  - (iv) annually monitor and evaluate the President's performance;
  - (v) annually approve the President's compensation (including proposed salary adjustments and Incentive Compensation Awards);
  - (vi) review the President's succession plans for Officers;
  - (vii) to the extent feasible, satisfy itself as to the integrity of the President and that the President creates a culture of integrity throughout the CPP Investment Board;
  - (viii) provide advice and counsel to the President in the execution of the President's duties; and
  - (ix) approve the President's acceptance of significant public service commitments or outside directorships.
- (b) in respect of Management and Employees and on the recommendation of the Human Resources and Compensation Committee and the President, to annually:
  - (i) review and approve any changes to the compensation framework for the CPP Investment Board;
  - (ii) review and approve any changes to the compensation ranges for Officers;
  - (iii) review and approve any changes to the incentive compensation plan for Employees;
  - (iv) review and approve Incentive Compensation Awards for Management; and

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- (v) review and approve the executive compensation disclosure in the Annual Report.
  - (c) in respect of Management and on the recommendation of the Human Resources and Compensation Committee and the President, to, when warranted:
    - (i) review and approve major changes in the organizational structure of Management;
    - (ii) to the extent feasible, satisfy itself as to the integrity of Management and that Management creates a culture of integrity throughout the CPP Investment Board;
    - (iii) review and approve position descriptions of Officers; and
    - (iv) review and approve appointments, early retirements and terminations of Officers;
  - (d) in respect of development and succession plans and on the recommendation of the Human Resources and Compensation Committee and the President, to require Management to make development and succession plans for Officers annually;
  - (e) in respect of Employee Benefits and on the recommendation of the Human Resources and Compensation Committee and the President, to review Employee Benefits and approve material<sup>2</sup> changes when warranted; and
  - (f) in respect of Employee Pension Plans and on the recommendation of the Human Resources and Compensation Committee and the President, to review and approve any plan design change(s) that constitute a material<sup>2</sup> change in the amount or nature of the retirement benefit, as warranted.

### **3.5 Strategy and Plans**

The Board has the responsibility to:

- (a) adopt a strategic planning process;
- (b) review and confirm or approve the Strategic Plan at least annually;
- (c) review and approve the Business Plan annually;

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<sup>2</sup> Material for these purposes means any change which produces a change in the relevant costs which exceeds \$5 million in aggregate, as well as any change which is of strategic importance.

- (d) review progress in achieving the goals established in the Strategic Plan and Business Plan; and
- (e) alter the CPP Investment Board's direction, through Management, in light of changing circumstances.

### 3.6 Policies and Procedures

The Board has the responsibility to:

- (a) require Management to have in place a comprehensive risk management framework covering all principal risks and in that regard:
  - (i) identify the principal risks of the CPP Investment Board's business;
  - (ii) take all reasonable steps to ensure the implementation of appropriate systems to manage these risks; and
  - (iii) review and approve any changes to the Integrated Risk Framework at least annually.
- (b) establish the CPP Investment Board's investment structure for managing amounts transferred to it in respect of bCPP and aCPP and reviewing and approving a document governing the investment structure at least annually;
- (c) direct Management to ensure systems are in place for maintaining the integrity of and implementing the CPP Investment Board's internal financial control and management information systems;
- (d) approve and monitor compliance with all major<sup>3</sup> policies which govern the CPP Investment Board's operations;
- (e) direct Management to implement systems designed to ensure the CPP Investment Board operates at all times within applicable laws and regulations, and to the highest ethical and moral standards; and

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<sup>3</sup> The General Counsel & Corporate Secretary shall be consulted by the member of Management ultimately responsible for a policy to assist in determining whether the policy is "major".



- (f) adopt, amend or repeal By-laws.

### **3.7 Auditor**

- (a) The Board has the responsibility to:
  - (i) appoint an auditor of the CPP Investment Board annually; and
  - (ii) cause an auditor's report to be prepared annually.
- (b) The auditor is required to be independent of the CPP Investment Board. While the **Act** recognizes that independence is a question of fact, a person is deemed not to be independent in certain situations. In particular, an auditor is not independent if the auditor or any of the auditor's business partners:
  - (i) is a business partner of the CPP Investment Board or any CPPIB Group Company;
  - (ii) is a business partner of any Director, Officer or Employee;
  - (iii) is a business partner of any director, officer or employee of any CPPIB Group Company;
  - (iv) is a Director, Officer or Employee;
  - (v) is a director, officer or employee of any CPPIB Group Company; or
  - (vi) has been a liquidator, trustee in bankruptcy, receiver or receiver and manager of any CPPIB Group Company within the previous two years.

### **3.8 Compliance Reporting and Corporate Communications**

The Board has the responsibility to:

- (a) in respect of financial statements:
  - (i) approve the release of quarterly financial statements issued by the CPP Investment Board; and
  - (ii) approve annual financial statements issued by the CPP Investment Board;
- (b) approve the Annual Report;

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- (c) ensure the CPP Investment Board holds a public meeting once every two years in each Participating Province in accordance with the requirements of the Act to discuss the CPP Investment Board's most recent Annual Report and to give interested persons an opportunity to comment on it;
  - (d) ensure the financial performance of the CPP Investment Board is adequately and promptly reported and the financial results are reported fairly and in accordance with generally accepted accounting principles;
  - (e) ensure the timely reporting of any other developments that have a material effect on the performance of the CPP Investment Board and as required under the **Act** and the **Regulations**;
  - (f) approve major<sup>4</sup> communications policies for the CPP Investment Board; and
  - (g) ensure the CPP Investment Board has the strategies and resources in place to enable it to communicate effectively with the general public and governments.

#### 4.0 LEGAL OBLIGATIONS OF THE BOARD

##### 4.1 Requirements of the Act

The CPP Investment Board's statutory mandate is to assist the CPP in meeting its obligations to contributors and beneficiaries and to manage and invest assets in the best interests of beneficiaries and contributors of the CPP with a view to achieving a maximum rate of return without undue risk of loss. Given this statutory mandate, the Board must meet the high standards required of a fiduciary.

The **Act** requires Directors and Officers, in exercising their powers and discharging their duties, to:

- (a) act honestly and in good faith with a view to the best interests of the CPP Investment Board;

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<sup>4</sup> The General Counsel & Corporate Secretary shall be consulted by the member of Management ultimately responsible for a policy to assist in determining whether the policy is "major".

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- (b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
  - (c) employ the level of knowledge or skill that he or she possesses or ought to possess by reason of his or her profession or business.

The Board is responsible for directing Management to ensure legal requirements are met, and documents and records are properly prepared, approved and maintained.

Directors, Officers and Employees must meet high standards of skill, competence and ethical conduct in order to assist the CPP Investment Board in fulfilling its fiduciary mandate.

#### **4.2 Other Statutory Duties and Obligations**

Directors have specific statutory duties and obligations under employment, environmental, occupational health and safety, and financial reporting law as well as under the withholding provisions of taxation laws.

Such statutes either impose additional responsibilities on corporate directors or make such directors directly liable for the actions or failure to act of the corporation.

#### **4.3 Directors' Liability**

Generally speaking, statutes impose liability on directors in one of three ways.

##### **4.3.1 Absolute Liability**

For some offences, liability is imposed whether or not the director intended to commit the offence and, in some cases, whether or not the director even knew that the offence was being committed by the corporation. This type of absolute liability is not common and arises, for example, in connection with employee wages and vacation pay under certain provincial employment standards legislation.

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#### **4.3.2 Liability Subject to a Due Diligence Defence**

The second type of offence imposes liability on directors unless they can demonstrate that they acted diligently. The so-called due diligence defence allows directors to avoid liability if they followed appropriate steps or adopted adequate procedures such as making appropriate enquiries, reviewing documentation, ensuring that appropriate controls or procedures are in place and consulting experts when necessary. The due diligence defence is available for a broad range of offences including certain environmental offences.

#### **4.3.3 Liability subject to an Honest and Reasonable Belief Defence**

The third type of offence imposes liability on directors who “authorized, permitted or acquiesced” in the commission of an offence by the corporation. A defence is typically available to directors in such circumstances where they can prove that they took all reasonable care to comply with their obligations and that they had an honest and reasonable belief that they had done so even if such a belief was mistaken.

### **5.0 BOARD TIMETABLE**

The timetable on the following pages outlines the Board’s annual schedule of activities.

**BOARD TIMETABLE**

Cross Reference to Committee	Source			Meeting					
	Statute/ Reg	Terms of Reference		May	June	Aug	Sept	Nov	Feb
		2.2							
		(a)	Be prepared to consult with the Minister of Finance regarding the selection of the Chairperson	Ongoing					
		(b)	Annually approve the Chairperson's objectives for each upcoming year	*					
		(c)	Approve the competencies, skills and experience required for the Board and, where a director appointment is to be made, approving the specific competencies, skills and experience required of the new director, the search process and the names to be submitted to the External Nominating Committee (including the names of any Directors being recommended for reappointment)	As required					
		(d)	Establish Board Committees	As required					
		(e)	Appoint Board Committee members and chairs	*					
Governance		(f)	Ensure that all new directors receive a comprehensive orientation and that the Board provides continuing development opportunities for directors	Ongoing					
Governance		(g)	Ensure that the Board, the Chairperson, Board Committees and each individual Director is regularly assessed regarding effectiveness and contribution	*					
Governance		(h)	Approve the annual statement of governance practices for publication in the CPPIB annual report, and any summary of procedures, as required	*					
Governance		(i)	Determine Directors' and Chairperson's Compensation (every two years)				*5		

<sup>5</sup> Every two years

Cross Reference to Committee	Source			Meeting					
	Statute/ Reg	Terms of Reference		May	June	Aug	Sept	Nov	Feb
		3.1	<b>INVESTMENT STATEMENTS AND RISK POLICY</b>						
Investment			Review and approve, at least annually, the Investment Statements and the Risk Policy						*
		3.2	<b>CONFLICTS OF INTEREST</b>						
Governance	8(2)		Receive report on effectiveness of conflict of interest policies, guidelines and procedures annually		*				
		3.3	<b>GOVERNANCE MODEL</b>						
			The Board has responsibility to ensure that any legislative or other changes which affect the statutory governance framework of the CPP Investment Board are implemented in accordance with applicable law and that the views of the CPP Investment Board as to the effects of the proposed change on that governance framework and the ability of the CPP Investment Board to fulfill its statutory mandate are appropriately communicated.	<b>Ongoing</b>					
		3.4	<b>MANAGEMENT OVERSIGHT</b>						
HRCC		(a)	Select, appoint and plan for succession of the President; set the Terms of Reference for the President, approve the corporate goals and objectives that the President is responsible for meeting, monitor and evaluate the President's performance; approve the President's compensation (including annual and long-term incentive compensation awards); review the President's succession plans for Officers; and provide advice and counsel to the President in the execution of the President's duties	*					
HRCC		(b)	Review and approve any changes to the compensation framework for the CPP Investment Board; any changes to the compensation ranges for Officers; any changes to the incentive compensation plan for Employees; salary adjustments and incentive compensation awards for Employees who are Management and report directly to the President; and the executive compensation disclosure in the Annual Report	*					

Cross Reference to Committee	Source			Meeting					
	Statute/Reg	Terms of Reference		May	June	Aug	Sept	Nov	Feb
HRCC	13(1)	(c)	Review and approve major changes in the organizational structure of Management; position descriptions of Officers; and appointment of Officers	<b>Ongoing</b>					
HRCC		(d)	Require plans are made for Management development and succession						*
HRCC		(e)	Review Employee Benefits and approve material changes when warranted	*					
HRCC		(f)(i)	Review and approve changes to the Employee Pension Plans design if the change constitutes a material change in the amount or nature of the retirement benefit	<b>As required</b>					
		3.5	<b>STRATEGY AND PLANS</b>						
		(a)	Adopt a strategic planning process			*			
		(b)	Review and confirm or approve Strategic Plan				*		
		(c)	Review and approve Business Plan annually						*
		(d)	Review progress in achieving the goals established in the Strategic Plan and Business Plan	*		*		*	*
		(e)	Alter CPP Investment Board's direction, through Management, in light of changing circumstances	<b>Ongoing</b>					
		3.6	<b>POLICIES AND PROCEDURES</b>						
Risk		(a)	Identify principal risks and implement appropriate systems to manage them; approve Integrated Risk Framework and Risk Appetite Statements				*		
		(b)	Approve investment structure for managing amounts transferred in respect of bCPP and aCPP			*			
Audit		(c)	Maintain and implement internal financial control and management information systems	*					
Audit		(d)	Approve and monitor compliance with all major policies which govern operations	<b>As required</b>					

Cross Reference to Committee	Source			Meeting					
	Statute/ Reg	Terms of Reference		May	June	Aug	Sept	Nov	Feb
Audit		(e)	Ensure operation within applicable laws and regulations, and to the highest ethical and moral standards (ongoing)	*		*		*	*
		(f)	Adopt, amend or repeal by-laws	<b>As required</b>					
		3.7	<b>AUDITOR</b>						
Audit	42	(a)	Appoint auditor and cause auditor's report to be prepared annually			*			
		3.8	<b>COMPLIANCE REPORTING AND CORPORATE COMMUNICATIONS</b>						
Audit	39(6)	(a)(i)	Approve the release of quarterly financial statements	*		*		*	*
Audit	39(7)	(a)(ii)	Approve annual financial statements	*					
Audit	51(1)	(b)	Approve Annual Report	*					
	52(1)	(c)	Ensure that public meetings held once every two years in accordance with the Act						
Audit		(d)	Ensure that financial performance is adequately and promptly reported and the financial results are reported fairly and in accordance with generally accepted accounting principles	*		*		*	*
Audit		(e)	Ensure timely reporting of any developments that have a material effect on the performance of the CPP Investment Board	<b>Ongoing</b>					
		(f)	Approve major communications policies for the CPP Investment Board	As required					
		(g)	Ensure communications strategies and resources in place	<b>Ongoing</b>					



Cross Reference to Committee	Source			Meeting					
	Statute/Reg	Terms of Reference		May	June	Aug	Sept	Nov	Feb
			<b>GUIDELINES FOR THE BOARD (S. 2.4)</b>						
			Approve changes when warranted to <b>Terms of Reference for the Board; Terms of Reference for a Director; Terms of Reference for the Chairperson; Terms of Reference for Committee Chairs; Terms of Reference for the President; Terms of Reference for the Governance Committee; Terms of Reference for the Audit Committee; Terms of Reference for the Human Resources and Compensation Committee; Terms of Reference for the Investment Committee; Director Orientation and Development; Protocol Governing Appointment of Former CPPIB Directors to Investee Entity Boards;</b> and such other aspects of the Governance Manual as may be required		*				
			<b>GUIDELINES FOR THE BOARD (S. 4.4)</b>						
			Appoint/re-appoint Committee Chairs and Committee members (as required)	<b>As required</b>					