



## H el ene V. Gagnon

Chief People and Sustainability Officer

H el ene V. Gagnon is Chief People and Sustainability Officer at CAE and is a member of the Executive Management Committee. In her role, H el ene leads all aspects of the company's Human Resources organization globally, while harnessing the power of our people and creating an exceptional workplace. She acts as a role model and driver of CAE's innovative and collaborative culture, and is a strong advocate of CAE's people as one of the company's most competitive advantages.

H el ene also leads CAE's sustainability, environment, health and safety and social impact strategy across CAE's worldwide operations, and as a true business partner, helps CAE fulfill its strategic objectives and mission of making the world safer and more sustainable. She is accountable for CAE's global communications with employees, media and other stakeholders as well as collaboration, government programs (R&D) and academic partnerships. She also oversees the overall diversity, equity and inclusion corporate strategy, exemplifying our company's core values and playing a key role in creating an inclusive culture.

Before joining CAE in 2015, Ms. Gagnon worked for 11 years at Bombardier, the last eight as Vice President, Public Affairs, Communications, Corporate Social Responsibility and Achieving Excellence System for Bombardier Aerospace, at the time, the third largest civil aircraft manufacturer. From 2003 to 2007 she was Senior Director of Public Affairs at Bombardier Transportation.

She began her career in 1995 with the law firm Fasken as a specialist in environmental law. In 2000, she joined mining and metallurgy multinational Noranda Inc./ Falconbridge Limited (now known as Glencore) as Director of Public and Corporate Affairs for Qu ebec.

Ms. Gagnon has always been very active in the community. She has been involved in more than 50 organizations including government advisory boards, pressure groups, cultural and charity organizations and business associations and was appointed to more than 25 Boards of Directors.

She currently serves on the Board of Directors of a clean tech company, NanoXplore Inc. (GRA.TO), and has been an independent member of the Board of Directors of Hydro Quebec since 2015 and Chairs the Governance and Corporate Social Responsibility Committee. She has been a Board member of the Canadian American Business Council since 2017 and serves on the Board of the IAEG (International Aerospace Environmental Group). H el ene chaired the Board of Directors of A ero Montr eal, Greater Montr eal’s Aerospace Cluster (2015-2018) and the Board of the Aerospace Industries Association of Canada’s (2012-2013) and is still a Board member of both. In 2023, she completed her 9-year mandate as Board member and Vice Chair of the Montreal Airports.

She has been a speaker or panelist around the world on topics such as sustainability, social impact, environmental policy, corporate social responsibility, public policy issues, crisis management, issue management and social media. She has garnered more than 70 scholarships, awards, distinctions and excellence prizes notably, the prestigious Canada’s Most Powerful Women Top 100™ award from the Women Executive Network in 2007, the top 50 of Best Executives in Canada from the Globe and Mail Report on Business in 2022, and the Top 100 Chief Sustainability Officers of North America from Futur/io in 2024.

A graduate of McGill University with a degree in Civil Law (B.C.L.) and Common Law (LL.B.), Ms. Gagnon also holds a Master’s degree in Public Administration and Public Policy from the London School of Economics (M.Sc). She is a member of the Qu ebec Bar, holds the professional certifications of Accredited in Public Relations (APR) and Fellow (FCPRS) from the Canadian Public Relations Society as well as the Global ESG Competent Boards Designation (GCB.D).