

De: [REDACTED] <[REDACTED]@mckinsey.com>
Envoyé: 20 décembre 2021 15:53
À: Hubert Bolduc
Objet: Joyeuses Fêtes !

Cher Hubert,

Je souhaitais simplement te transmettre mes vœux de santé, joie et paix pour une excellente année 2022.
Joyeuses Fêtes !



Adjointe / Assistant: [REDACTED]
[REDACTED] | [REDACTED]@mckinsey.com

+=====+
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+=====+

De: [REDACTED] <[REDACTED]@mckinsey.com>
Envoyé: 22 décembre 2021 13:26
À: Guy LeBlanc
Objet: Voeux/Wishes 2022



Cher Guy,

Meilleurs vœux de santé et bonheur pour la nouvelle année.

[REDACTED]
McKinsey & Compagnie | 1250, boul. René-Lévesque O., bureau 4430, Montréal (Québec) H3B 4W8 Canada
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De: McKinsey & Company <[REDACTED]@mckinsey.com>
Envoyé: 3 mars 2022 06:10
À: Guy LeBlanc
Objet: Invitation: The mindsets and practices of excellent CEOs



What does it take to be an exceptionally effective CEO? We set out to answer that question by conducting frank, in-depth interviews with 67 of the world's top-performing CEOs. The result? [*CEO Excellence: The Six Mindsets That Distinguish the Best Leaders from the Rest*](#).

The book features conversations with some of the world's most prominent and inspirational current and former CEOs, including **Reed Hastings of Netflix, Sony's Kaz Harai, and GM's Mary Barra**. In these discussions, the leaders share often counterintuitive insights about how to look into the future, respond to unexpected challenges, and motivate others.

We need our corporate leaders to succeed more than ever. CEO Excellence is here to help.

[Get a preview](#)

McKinsey will share with you a complimentary copy of the book, to the mailing address of your company's headquarters.

Upcoming webinar

The mindsets and practices of excellent CEOs

Thursday, March 10, 11:00 a.m. ET

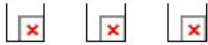
Join two of the book's authors, senior partners Vik Malhotra and Carolyn Dewar, as they share the top learnings and strategies they uncovered during their revelatory journey in researching and writing [*CEO Excellence: The Six Mindsets That Distinguish the Best Leaders from the Rest*](#). You'll get firsthand access to the book's

insights prior to the publishing date, including how to set a bold direction, align the organization, and engage the board.

[Reserve your spot](#)

To join other upcoming webinars and replay past conversations, please visit [McKinsey Live](#).

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New York, NY 10007
United States



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De: [REDACTED] <[REDACTED]@mckinsey.com> de la part de [REDACTED] <[REDACTED]@mckinsey.com>

Envoyé: 18 avril 2022 20:09

À: Marie Zakaib; Annie Pelchat; Guy LeBlanc

Cc: [REDACTED]; [REDACTED]

Objet: Invest Quebec / Investissement Quebec Invitation pour participer à l'étude les femmes en milieu de travail 2022

Pièces jointes: Femmes en milieu de travail 2022 Document d'inscription_vCA FR.pdf; Women in the Workplace 2022 Sign Up Deck_vCA EN.pdf; 2022 Femmes en milieu de travail Questions secteur public vFR.pdf; 2022 Women in the Workplace Public Sector FAQ.pdf

La version anglaise suit / English version follows

Bonjour,

Je vous écris dans le but d'inviter votre organisation à participer à l'édition **2022** de l'étude **Les femmes en milieu de travail**, effectuée conjointement par **McKinsey & Compagnie** et **LeanIn.Org**. Notre étude nord-américaine, qui en est à sa 8^e année consécutive, fournira aux organisations participantes des données comparatives sur la composition de leur réservoir de talents, leurs pratiques de ressources humaines et l'expérience de leurs employés en matière de progression de carrière, d'équilibre vie-travail et de diversité.

- Notre rapport canadien de 2019 a mis en lumière les données de près de 100 organisations de premier plan ayant leur siège social au Canada et présenté 10 analyses de cas : <https://www.mckinsey.com/~media/mckinsey/featured%20insights/gender%20equality/the%20present%20and%20future%20of%20women%20at%20work%20in%20canada/20190602-women-matter-2019-vf.pdf>
- Notre rapport canadien de 2021 a évalué les impacts continus de la pandémie de COVID-19 et offert un ensemble de meilleures pratiques que les organisations peuvent mettre en place pour mieux soutenir les femmes dans le milieu de travail <https://www.mckinsey.com/ca/fr/overview/gender-diversity-at-work-in-canada>
- L'an dernier, 423 organisations ont participé à l'étude à l'échelle de l'Amérique du Nord. On peut consulter le rapport intégral 2021, ainsi que la liste des organisations participantes qui ont choisi d'afficher publiquement leur appui à la recherche, sur notre site Web, à l'adresse : <https://womenintheworkplace.com>

Nous tenons à remercier les centaines d'entreprises qui ont déjà participé aux éditions précédentes de l'étude. La participation continue d'un plus grand nombre d'organisations au fil du temps est une aide importante pour mieux comprendre les progrès accomplis et identifier les actions qui ont le plus grand impact.

Vous trouverez ci-joint de plus amples détails sur l'étude *Les femmes en milieu de travail 2022*, ainsi que les étapes à suivre pour y participer. **Pour confirmer votre participation, veuillez remplir le [Formulaire d'inscription 2022](#) d'ici le 6 mai 2022.**

Votre participation à l'étude de même que votre rapport personnalisé vous sont offerts dans frais et l'équipe de McKinsey est à votre disposition pour vous soutenir à chaque étape du processus. Les données de votre organisation seront traitées de manière entièrement confidentielle; seuls les résultats agrégés seront accessibles aux parties externes à McKinsey.

Si vous avez des questions ou souhaitez discuter davantage de votre participation, n'hésitez pas à communiquer avec nous et nous serons heureux de vous proposer un rendez-vous.

Nous espérons avoir le plaisir de collaborer avec vous dans le cadre de cette étude.

Très sincèrement,

McKinsey & Company -

Bureau | Office - Portable | Mobile

Executive Assistant: @mckinsey.com

Greetings,

I am reaching out to invite your organization to participate in the **2022 Women in the Workplace study conducted by McKinsey & Company and LeanIn.Org**. This is the 8th consecutive year of our annual North American research effort to provide organizations with benchmarks on talent pipeline, HR practices, and employees' experiences related to career advancement, work-life issues, and diversity.

- Our 2019 Canadian report featured insights from nearly 100 leading Canadian head-quartered businesses and 10 in-depth case studies <https://www.mckinsey.com/featured-insights/gender-equality/the-present-and-future-of-women-at-work-in-canada>.
- Our 2021 Canadian report assessed the continued impacts from COVID-19 and provided best practices to better support women in the workplace <https://www.mckinsey.com/ca/overview/gender-diversity-at-work-in-canada>.
- Last year, 423 organizations participated across North America. The full 2021 report is available on our website <https://womenintheworkplace.com> as well the companies that chose to publicly share their commitment to this research.

Many thanks to the hundreds of companies who have participated in previous editions. Having more companies participating on a regular basis truly helps to understand progress and identify what actions have had the most impact.

Further detail about the *2022 Women in the Workplace* study is attached, including next steps for you. **To confirm your participation, please fill out the [2022 Sign-Up Form](#) by May 6th, 2022.**

Participation in the study, as well as your customized report, is delivered at no cost and the McKinsey team is available to support you through every step of the process. Your organization's data will be kept 100% confidential; only aggregated data is seen by anyone outside of McKinsey.

If you have any questions or would like to further discuss, please let us know and we would be happy to set up time.

We look forward to hearing from you!

Best,

McKinsey & Company -

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Executive Assistant: @mckinsey.com

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Les femmes en milieu de travail – Secteur public

Foire aux questions

« Les femmes en milieu de travail » est une étude annuelle effectuée conjointement par LeanIn.Org et McKinsey & Compagnie sur la situation des femmes au travail en Amérique du Nord. Depuis 2015, près de 700 sociétés, institutions publiques et organisations employant ensemble plus de 22 millions de personnes y ont participé, faisant de cette étude l'examen annuel le plus exhaustif du genre, à notre connaissance.

SECTION 1 : Votre décision de participer...

Q1 : Quelles organisations sont invitées à participer à l'étude? La firme McKinsey cible-t-elle des organisations en particulier?

A : Nous sommes ravis de la participation de toutes les sociétés, institutions publiques et organisations à caractère social ou sans but lucratif à notre étude. Nous leur en procurons l'accès grâce à notre site Web www.womenintheworkplace.com, à travers lequel toute organisation peut demander de participer.

Q2: Quelles sont les organisations du secteur public qui ont participé à l'étude au cours des dernières années? Lesquelles participent cette année?

A: Nous sommes fiers de confirmer que diverses institutions publiques fédérales, locales et d'État ont participé à l'étude au cours des dernières années. Malheureusement, nous ne pouvons dévoiler leur nom pour des raisons de confidentialité. Toutefois, vous trouverez sur notre site Web www.womenintheworkplace.com la liste des organisations qui ont accepté de rendre publique leur participation à l'étude.

Q3: Si nous décidons de participer, notre participation sera-t-elle rendue publique?

A: Non. Tel que mentionné ci-dessus, votre participation est entièrement confidentielle. Le nom de votre organisation ne sera pas dévoilé et son logo ne sera publié sur notre site Web à moins que vous nous en donniez explicitement la permission.

SECTION 2: Votre participation à l'étude...

Q4: Si nous décidons de participer, que cela impliquera-t-il?

A: L'étude comprend 3 grandes sections. La première se concentre sur votre bassin de talents et requiert environ 10-12 heures de travail de la part d'un analyste de votre service des Ressources humaines. La seconde porte sur vos politiques et programmes internes et nécessite environ 2-3 heures de travail de votre leader RH. Enfin, la troisième section (facultative) consiste à évaluer l'expérience de vos employés à l'aide d'un sondage en ligne; il faut environ 20 minutes à chaque employé participant pour compléter le questionnaire. L'équipe de McKinsey travaillera avec votre personnel pour rendre le processus aussi fluide et transparent que possible.

Q5: Si nous décidons de participer, devons-nous compléter toutes les sections de l'étude?

A: Non. Bien que nous vous encourageons à participer à l'ensemble de l'étude, seules les Sections I (bassin de talents) et II (politiques et programmes) sont obligatoires. Votre participation à la Section III (sondage sur l'expérience des employés) est fortement encouragée mais demeure optionnelle. Toutefois, les organisations qui ont choisi de participer au sondage ont trouvé que les conclusions tirées de cette partie de l'étude étaient parmi les plus utiles et les plus pertinentes d'un point de vue pratique. C'est pourquoi nous espérons que tous les participants choisiront de compléter toutes les sections de l'étude.

Q6: Comment, dans les organisations du secteur public, les divers rôles se comparent-ils à ceux du secteur privé qui sont décrits dans l'étude?

A: Veuillez vous adresser à l'équipe de McKinsey pour obtenir des directives concernant la nomenclature des rôles pour les organisations du secteur public.

Q7: Comment traiterez-vous les données recueillies dans le cadre de l'étude afin d'assurer l'anonymat de notre organisation et la confidentialité de nos renseignements?

A: Les données, analyses et résultats de chaque organisation participante sont confidentiels et ne sont partagés avec aucune tierce partie à l'extérieur de McKinsey. Seules les données agrégées, qui ne permettent d'identifier aucune organisation participante en particulier, seront publiées dans le rapport public complet.

SECTION 3: After the study...

Q8: Je comprends que nous recevrons un rapport personnalisé en échange de notre participation. Quels renseignements ce rapport contiendra-t-il?

A: Le rapport personnalisé portant sur votre organisation comprendra :

- Un rapport établissant des comparaisons avec l'industrie – un portrait de votre main-d'œuvre et des principaux leviers d'action en fonction du genre et de l'ethnicité*
- Partie I : Composition de votre main-d'œuvre – répartition de divers groupes d'employés au sein de votre structure hiérarchique, par genre et ethnicité (fichier Excel)*
- Partie II : Pratiques et politiques de RH en matière de DEI – source de pratiques clés à des fins de comparaison (fichier Excel)*
- Partie III : Sondage sur l'expérience des employés en milieu de travail – information agrégée sur les perceptions des employés (fichier Excel)*

Q9: Je comprends que j'aurai la possibilité de m'entretenir des résultats avec un représentant de McKinsey. Cette consultation est-elle considérée comme un « service gratuit interdit »?

A: La discussion des résultats de l'étude ne constitue pas un service gratuit interdit puisque la discussion se limite à l'échange d'information et ne peut donner lieu à une demande de paiement pour services rendus. Néanmoins, cet entretien est entièrement facultatif et peut être décliné.

Q10: Pouvons-nous partager publiquement les résultats de l'étude? Qu'en est-il si les lois sur les archives publiques nous y obligent?

A: Les résultats globaux de l'étude sont compilés et diffusés publiquement par l'entremise de notre rapport. Ce rapport peut être distribué au grand public. Toutefois, tel que mentionné plus tôt, vous recevrez, en plus du rapport public, un rapport personnalisé contenant les conclusions spécifiques à votre organisation. Nous vous demandons de ne pas partager l'information contenue dans ce rapport personnalisé. Si vous estimez que cela peut constituer un enjeu pour votre organisation, nous vous prions de communiquer avec nous pour en discuter.

Public Sector Women in the Workplace FAQs

Women in the Workplace is a study of the state of working women in North America conducted annually by LeanIn.Org and McKinsey & Company. Since 2015, nearly 700 companies, public sector institutions, and organizations employing more than 22 million people have participated, making it – to our knowledge – the most comprehensive annual review of its kind

SECTION 1: Deciding to participate...

Q1: Which organizations are invited to participate? Does McKinsey target particular organizations?

A: We are excited to have any and all companies, public sector institutions, social sector organizations, and nonprofits participate in the study. We ensure access to all organizations by maintaining a public-facing website at www.womenintheworkplace.com through which any organization can request to participate.

Q2: Which public sector organizations have participated in the study in past years? And which are participating this year?

A: We are proud to confirm that federal, state, and local public sector organizations have participated in prior years. However, to maintain the privacy of our participants, we are unable to share which specific organizations have participated. A list of participating organizations that have affirmatively agreed to announce their involvement in the study can be found at www.womenintheworkplace.com.

Q3: If we participate, will our participation be publicly announced?

A: No. As described above, participation is completely confidential. Your participation will not be disclosed and your logo will not be included on our website unless you affirmatively grant permission for it to be displayed there.

SECTION 2: Participating in the study...

Q4: What is entailed in participating in the study?

A: The study contains 3 main sections. Part I focuses on the Talent Pipeline and takes ~10-12 hours of an HR analyst's time. Part II asks about your Policies and Programs and takes ~1-2 hours for an HR leader to complete. And Part III (optional) probes on the Employee Experience and takes each employee who participates in the online survey ~20 minutes to complete. McKinsey's team will work with your team to make sure the process is as seamless as possible.

Q5: If we decide to participate, are we required to complete all parts of the study?

A: No. While we encourage you to participate in as much of the study as you feel comfortable with, only Parts I (Talent Pipeline) and II (Policies and Programs) are required. Participation in Part III (Employee Experience) is highly encouraged, but is optional. Although Part III is optional, participating organizations have found the insights from this part of the study to be some of the most helpful and actionable. We therefore hope all participants will elect to complete all parts of the study.

Q6: How do public sector job roles map to the private sector job roles described in the study?

A: Please reach out to the McKinsey team for directional guidance on mapping public sector roles.

Q7: How will the data collected be treated to protect our privacy?

A: Individual company or organization data, analysis, and results are confidential and not available to parties outside of McKinsey. Only aggregated data that does not allow for identification of individual participating organizations will be published in the full public report.

SECTION 3: After the study...

Q8: I understand that we will receive a customized report. What is included in this report?

A: Your organization's customized report will include:

- *Industry-wide Benchmarks Report: visualization of pipeline and key levers by gender and race/ethnicity*
- *Part I: Talent Pipeline breakdown by gender and race/ethnicity in excel including levers such as external hiring, internal promotions and attrition*
- *Part II: D&I Practices and HR Policies as a source of key practices for comparison in excel*
- *Part III: Employee Experience Survey showing aggregated employee sentiments in excel*

Q9: I understand that we will be given the opportunity to attend an industry-wide debrief on the results with a McKinsey representative. Is this consultation considered a prohibited "free service"?

A: The discussion pertaining to results of the study does not constitute a prohibited voluntary service because the discussion is limited to the exchange of information and cannot result in a claim for payment in connection with services provided. Nevertheless, this session is completely optional and can always be declined.

Q10: Can we publicly share the results of this study? What if public record laws require us to?

A: Overall aggregated results of the study are compiled and shared in a publicly available report. This report can be broadly distributed. However, as mentioned previously, you will also receive a customized report containing findings specific to your organization. We ask that you please not share your customized report. If you believe this will be an issue for your organization, please reach out to us to discuss the specifics of your situation.

De: [REDACTED]@mckinsey.com>
Envoyé: 12 mai 2022 08:04
À: Guy LeBlanc
Cc: [REDACTED]
Objet: Webdiffusion sur l'inflation

Cher Guy,

Je t'écris pour t'inviter à une webdiffusion exclusive de McKinsey comment naviguer à travers l'inflation. Mes collègues Ezra Greenberg et Asutosh Padhi discuteront de la manière dont les dirigeants peuvent prendre les meilleures décisions pour leurs organisations et leurs parties prenantes dans le contexte économique actuel.

Nous tiendrons la séance le mercredi 18 mai, de 10 h à 11 h HNE.

Pour t'inscrire, svp cliquer [ici](#).

Peu de chefs d'entreprise ont relevé le défi de diriger une entreprise à travers un pic d'inflation comme celui d'aujourd'hui et j'espère que tu trouveras ces informations opportunes et perspicaces.

Cordialement,

[REDACTED]

[REDACTED]

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De: [REDACTED] <[REDACTED]@mckinsey.com> de la part de [REDACTED]
<[REDACTED]@mckinsey.com>
Envoyé: 20 mai 2022 16:55
À: Guy LeBlanc
Cc: [REDACTED]
Objet: RÉSERVEZ LA DATE/HOLD THE DATE: McKinsey dîner des cadres supérieurs/Executive Leadership Lunch

McKinsey
& Company

Dîner des cadres supérieurs

Le 10 juin | 12h – 14h

English invitation follows

Cher Guy,

Nous sommes ravis de t'inviter à te joindre à nous pour **un dîner des cadres supérieurs** qui aura lieu **le 10 juin** et qui vise à réunir les chefs de file et innovateurs d'affaires de Montréal.

Nous sommes impatients de te rencontrer pour discuter des tendances macroéconomiques et des perspectives du secteur dans un contexte d'incertitudes économiques permanentes. Nous aurons la chance d'avoir parmi nous Sven Smit, qui dirige le McKinsey Global Institute, le moteur de recherche de McKinsey sur les tendances économiques et commerciales, et qui travaille avec des entreprises du monde entier pour élaborer des stratégies et transformations commerciales.

Horaire et lieu de l'événement

Date : Le vendredi 10 juin

Heure : 12h – 14h

Lieu : MARCUS Restaurant + Lounge

R.S.V.P. avant le 25 mai

Au plaisir de t'y voir!

[REDACTED]
Associé Sénior et Directeur de McKinsey Montréal / Senior Partner and Managing Partner of McKinsey Montreal

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Tel : [REDACTED] [\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)

Assistant / Adjointe: [REDACTED]
Tel : [REDACTED] [\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)

Dear Guy,

We are thrilled to invite you to join us for an in-person **Executive Leadership Lunch** on **June 10** to bring together Montreal's leading business innovators.

We're looking forward to connecting and discussing the macro-economic trends and industry insights amidst ongoing economic uncertainty. We'll be joined by Sven Smit who leads McKinsey Global Institute, McKinsey's research engine on economic and business trends, working with companies across the globe to develop business strategies and transformations.

Event Details

Date: Friday, June 10

Time: 12pm – 2pm

Location: MARCUS Restaurant + Lounge

RSVP before May 25

Looking forward to connecting!

Best,

[REDACTED]
[REDACTED]
Montreal

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Canada

De: Guy LeBlanc
Envoyé: 21 décembre 2022 14:17
Objet: Joyeuses Fêtes!



Que cette période de réjouissances
vous apporte le calme
et le réconfort qui vous permettront
d'entamer 2023 avec énergie.

Joyeuses Fêtes !

 Investissement
Québec

Guy LeBlanc
Président-directeur général

Présidence et direction générale
1001, boul. Robert-Bourassa, Bureau 1000
Montréal (Québec) H3B 4L4
Tél. : 514 873-1400
Sans frais : 1 866 870-0437

De: McKinsey Global Institute <[REDACTED]@mail.mckinsey.com>
Envoyé: 17 janvier 2023 06:01
À: Sylvie Pinsonnault
Objet: Webinar and interactive: Pixels of Progress

McKinsey
Global Institute



Pixels of Progress

Given the world's current challenges, it's easy to be pessimistic about human progress. MGI has created a new database that looks at that progress in a granular way across GDP per capita, population, and life expectancy data for more than 40,000 microregions across 178 countries. The results may surprise you: In almost no place on the globe did life spans decline from 2000 to 2019, and prosperous microregions were located everywhere, including in some unexpected places obscured by country averages.

[Explore the interactive report](#)

Upcoming webinar

Pixels of Progress

Tuesday, January 24, 10:00 a.m. ET

Authors Sven Smit and Chris Bradley will present the findings from MGI's recent *Pixels of Progress* report, followed by a moderated discussion with Michel Doukeris, CEO, Anheuser-Busch InBev, Andres Rodrigues-Pose, Professor of Economic

Geography, LSE, and other leading experts on best practices to foster regional economic development and inclusive growth, as well as the roles that companies and policymakers can play.

[Reserve your spot](#)

We hope you find the insights helpful and to have you with us virtually at the event.

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De: [REDACTED]@mckinsey.com> de la part de Private Markets DEI
[REDACTED]@mckinsey.com>
Envoyé: 10 avril 2023 11:28
À: Bicha Ngo
Cc: Private Markets DEI [REDACTED]
Objet: Enquête de McKinsey sur l'État de la diversité sur les marchés privés mondiaux —
Inscrivez-vous maintenant!
Pièces jointes: Investisseurs institutionnels_2023 l'État de la diversité sur les marchés privés
mondiaux.pdf; Institutional Investors_State of Diversity in Global Private Markets 2023
Information_vShare.pdf

Bonjour Bija,

(La version anglaise suit. Veuillez nous indiquer si nous pouvons continuer nos communications avec vous en anglais)

Nous sommes ravis d'inviter Investissement Québec à participer à **l'édition 2023 de l'enquête pro bono menée par McKinsey & Compagnie sur l'État de la diversité sur les marchés privés mondiaux.**

Cette étude annuelle est **la plus grande et la plus exhaustive sur la diversité, l'équité et l'inclusion sur les marchés privés à l'échelle mondiale.** Pour lire notre rapport inaugural publié en 2022 sur l'État de la diversité sur les marchés privés mondiaux, veuillez cliquer [ici](#) (en anglais.)

Veuillez remplir le [Formulaire d'inscription 2023](#) pour exprimer formellement votre intérêt à ce que votre entreprise participe.

- 1. Remarque : vous devez vous inscrire AU PLUS TARD le 14 avril 2023 afin de participer à l'étude 2023**
- Lorsque nous recevrons votre formulaire rempli, nous vous enverrons un courriel à partir de l'adresse [REDACTED]@McKinsey.com pour confirmer votre admissibilité; veuillez donc rester à l'affût.
- Si vous êtes admissible, l'entente de participation sera ensuite envoyée aux adresses de courriel que vous avez fournies (direction et contacts quotidiens).

Si vous avez des questions ou souhaitez avoir une discussion plus approfondie, veuillez écrire à [REDACTED]@McKinsey.com.

Nous avons hâte de recevoir de vos nouvelles!

Merci,

[REDACTED] au nom de l'équipe de McKinsey - DÉI sur les marchés privés

Pourquoi participer?

Notre rapport 2023 s'appuiera sur une série de questions sur les allocations passées, et les prévisions d'allocations futures, pour résumer les principales tendances que nous avons constatées chez les investisseurs institutionnels, car elles sont liées à la DÉI et aux allocations. En participant à cette partie de l'enquête, les investisseurs institutionnels recevront des rapports d'analyse sur la diversité dans les firmes de placements privés (PP)/ de placement non

traditionnel, et ce, afin d'améliorer encore l'ensemble de données des paramètres utilisés dans les allocations futures; et de comprendre comment les pairs utilisent les paramètres en matière de diversité lors de l'allocation des fonds.

Détails sur la participation :

1. Il s'agit d'une Étude à titre bénévole : la participation à l'Étude, au rapport d'analyse sectorielle d'ensemble et aux séances de débriefing par secteur est gratuite,
2. La participation est volontaire et à votre discrétion,
3. Vos résultats sont strictement confidentiels et ne seront pas divulgués à une autre entreprise; et vos données ne seront publiées que de manière agrégée et anonymisée dans notre rapport global,
4. Vous avez aussi l'occasion, si vous êtes admissible, de participer aux études de McKinsey : « La race en milieu de travail » et « Les femmes en milieu de travail » (en partenariat avec LeanIn.org). Il suffit de remplir notre [formulaire](#).

Pour obtenir davantage de renseignements sur l'étude de cette année, **veuillez consulter le document ci-joint pour avoir une vue d'ensemble de l'étude et le calendrier.**

+=====+
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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 15 juin 2023 08:16
À: Sylvie Pinsonnault
Objet: The economic potential of generative AI: The next productivity frontier

ATTENTION: Ce courriel provient de l'extérieur d'Investissement Québec. Veuillez porter une attention particulière et une vigilance accrue aux pièces jointes et liens URL qu'il contient.

McKinsey
& Company

The economic potential of generative AI: The next productivity frontier



Generative artificial intelligence is poised to unleash the next wave of productivity. Our research estimates the potential value of GenAI on specific business functions and additional worker productivity is \$6.1 trillion to \$7.9 trillion. Companies should prepare now to capture its benefits and mitigate its risks.

[Get your copy](#)

Upcoming webinar

The economic potential of generative AI: The next productivity frontier
Wednesday, June 21, 1:00 p.m. ET

Join McKinsey Partners Michael Chui and Lareina Yee as they explore the impact of this new generation of AI, how it may evolve jobs and the workforce, and how to manage the associated risks.

[Reserve your spot](#)

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 11 juillet 2023 08:06
À: Sylvie Pinsonnault
Objet: This Thursday – Virtual launch event for new report on the pandemic's lasting impact on real estate

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McKinsey
Global Institute

Empty spaces and hybrid places: The pandemic's lasting impact on real estate



Please join us for a virtual launch event of a new McKinsey Global Institute report, *Empty spaces and hybrid places: The pandemic's lasting impact on real estate*. The report models future demand for office, residential, and retail space in superstar cities around the world following the pandemic and the shift to hybrid work. The report will be available on July 13 on [MGI's website](#)

Webcast

Thursday, July 13, 2023

9:00 AM PT | 12:00 PM ET | 6:00 PM CET

The launch event will feature a presentation by the report authors and a CEO and industry leader panel discussion on the themes and implications of the research, including:

- The ripple effects of hybrid work on the way we live, work, and shop
- The resulting impact on demand for office, residential, and retail space in cities
- How urban stakeholders can adapt to the new reality

[Register now](#)

If you register but aren't able to join us, you'll receive a recording afterward

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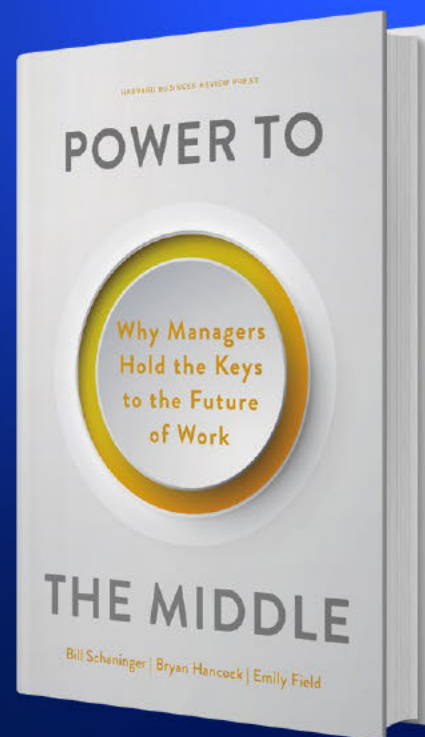
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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 20 juillet 2023 08:16
À: Sylvie Pinsonnault
Objet: Unleashing the power of middle managers

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McKinsey
& Company

Unleashing the power of middle managers



Too often company leaders perceive middle managers in a negative light, as expendable employees who can slow down productivity and overall strategy. New McKinsey research reveals that this outdated perspective needs to change, and that well-developed managers are the strategy that companies must prioritize to succeed today.

Upcoming webinar

Unleashing the power of middle managers

Thursday, July 27, 10:30 – 11:00 a.m. ET

Join *Power to the Middle* authors Emily Field and Bryan Hancock as they discuss an in-depth model for companies to radically alter the way they hire, train, and reward their most valuable asset: managers.

Reserve your spot

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 28 septembre 2023 08:16
À: Sylvie Pinsonnault
Objet: [Virtual Events] Raising the bar for sustainable and inclusive growth

ATTENTION: Ce courriel provient de l'extérieur d'Investissement Québec. Veuillez porter une attention particulière et une vigilance accrue aux pièces jointes et liens URL qu'il contient.

McKinsey
Global Institute

From poverty to empowerment

Raising the bar for sustainable
and inclusive growth



A new McKinsey Global Institute report, *From poverty to empowerment: Raising the bar for sustainable and inclusive growth*, explores two of the most pressing global generational challenges of our times - poverty and the climate - and assesses what it would take to tackle both more decisively along with the trade-offs involved.

[Get your copy](#)

We offer two virtual events that will explore the themes and implications of the research, including:

- Why we need a systems view of growth, inclusion, and sustainability
- The scale of the economic resources required to achieve both economic empowerment and net zero and how the gaps vary across regions
- How much progress economic growth and business innovation can deliver

- Avenues for action

McKinsey Global Institute Virtual Event

Wednesday, October 4, 2023

10:00 AM ET | 4:00 PM CET

This one-hour session will feature a presentation by the report authors, MGI chair Sven Smit and MGI partners Anu Madgavkar and Mekala Krishnan. A panel discussion will follow, moderated by Vijay Vaitheeswaran, Global Energy and Climate Innovation Editor at *The Economist* and featuring special guest Vera Songwe, Chair of the Liquidity and Sustainability Facility, member of the Global Financial Alliance for Net Zero, and non-resident senior fellow of the Brookings Institution.

[Register now](#)

McKinsey Live

Thursday, October 26, 2023

11:30 AM ET | 5:30 PM CET

Join Senior Partner and Global Chair of MGI Sven Smit and Senior Partner Tracy Francis for a 30-minute presentation and discussion on the implications for companies as we look to close the economic empowerment and net-zero gaps.

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 22 octobre 2023 08:16
À: Sylvie Pinsonnault
Objet: Invitation: Raising the bar for sustainable and inclusive growth

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McKinsey
Global Institute

From poverty to empowerment

Raising the bar for sustainable
and inclusive growth



A recent McKinsey Global Institute report, *From poverty to empowerment: Raising the bar for sustainable and inclusive growth*, explores two of the most pressing global generational challenges of our times - poverty and the climate - and assesses what it would take to tackle both more decisively along with the trade-offs involved.

[Get your copy](#)

Upcoming webinar

Thursday, October 26, 2023

11:30 AM ET | 5:30 PM CET

Join Senior Partner and Global Chair of MGI Sven Smit and Senior Partner and

Chief Marketing Officer Tracy Francis for a 30-minute presentation and discussion on the implications for companies as we look to close the economic empowerment and net-zero gaps:

- Why we need a systems view of growth, inclusion, and sustainability
- The scale of the economic resources required to achieve both economic empowerment and net zero and how the gaps vary across regions
- How much progress economic growth and business innovation can deliver
- Avenues for action

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 7 novembre 2023 10:16
À: Sylvie Pinsonnault
Objet: Tune in Live: What to expect from COP28 on climate action

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McKinsey
Sustainability

DRIVING CLIMATE ACTION & GROWTH

What to expect at COP28



Leaders from around the world will soon gather in Dubai for [COP28](#)—a significant moment for the global community to collaborate on bold actions to accelerate the net zero transition. This year's UN climate change conference will include the first-ever [global stocktake](#), a comprehensive assessment of progress made since the 2015 Paris Agreement.

Upcoming webinar: What to expect at COP28

Tuesday, November 14, 2023

9:30 AM ET | 2:30 PM UTC | 6:30 PM GST

Join senior partners Daniel Pachtod and Cindy Levy for a 30-minute presentation and discussion on what to expect at COP28 and the imperatives that leaders will need to mobilize around to achieve the world's climate ambitions. Topics include:

- What is COP and why this year's conference is different
- Decarbonizing the industry and accelerate the transition
- Closing the net-zero financing gap

- Scaling the climate technologies we need to reach net zero
- Practical steps stakeholders can take to drive climate action and growth

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De: [REDACTED]@mckinsey.com>
Envoyé: 15 décembre 2023 14:24
À: Hubert Bolduc
Objet: Joyeuses Fêtes

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Joyeuses Fêtes et meilleurs vœux pour la nouvelle année!



McKinsey
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Meilleurs vœux

Nous vous souhaitons paix, joie
et bonheur en ce temps des fêtes
et tout au long de l'année.

Season's greetings

We wish you peace, happiness,
and joy this holiday season and
throughout the coming year.



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Tel: [REDACTED] Cell: [REDACTED] | [REDACTED]@mckinsey.com

Adjointe / Assistant: Ndeye Dioum

Tel: [REDACTED] | Internal [REDACTED] | [REDACTED] [@mckinsey.com](mailto:[REDACTED]@mckinsey.com)

De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 9 janvier 2024 10:03
À: Sylvie Pinsonnault
Objet: Invitation: McKinsey Live at the World Economic Forum 2024

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World Economic Forum Live Webinars

A preview of Davos 2024, January 12

A debrief of Davos 2024, January 23

Every year, the World Economic Forum Annual Meeting brings together top decision-makers from government, business, and civil society to address major global issues and priorities for the year ahead. The 2024 Annual Meeting, taking place January 15-19, will be focused on rebuilding trust in an era of rapid change and increased fragmentation.

Upcoming webinars

World Economic Forum: A preview of Davos 2024

Friday, January 12, 10:30 a.m. ET / 16:30 CET

Join senior partners Tracy Francis and Daniel Pachthod as they discuss key themes and what to expect as leaders return to the annual World Economic Forum—from globalization, AI, and economic inclusion, to navigating the green transition and building resilience in 2024 and beyond.

[Reserve your spot](#)

World Economic Forum: A debrief of Davos 2024

Tuesday, January 23, 12:30 p.m. ET / 18:30 CET

Join senior partners Tracy Francis and Sven Smit for a debrief from Davos. They'll discuss their experiences at the World Economic Forum and provide insight into some of the forum's outcomes and key actions for global leaders. They'll also share an inside look into sessions they joined, conversations they had, and the mood of the gathering at this global moment of uncertainty.

[Reserve your spot](#)

Find out more about McKinsey and the World Economic Forum 2024 [here](#). Watch past episodes of McKinsey Live [here](#).

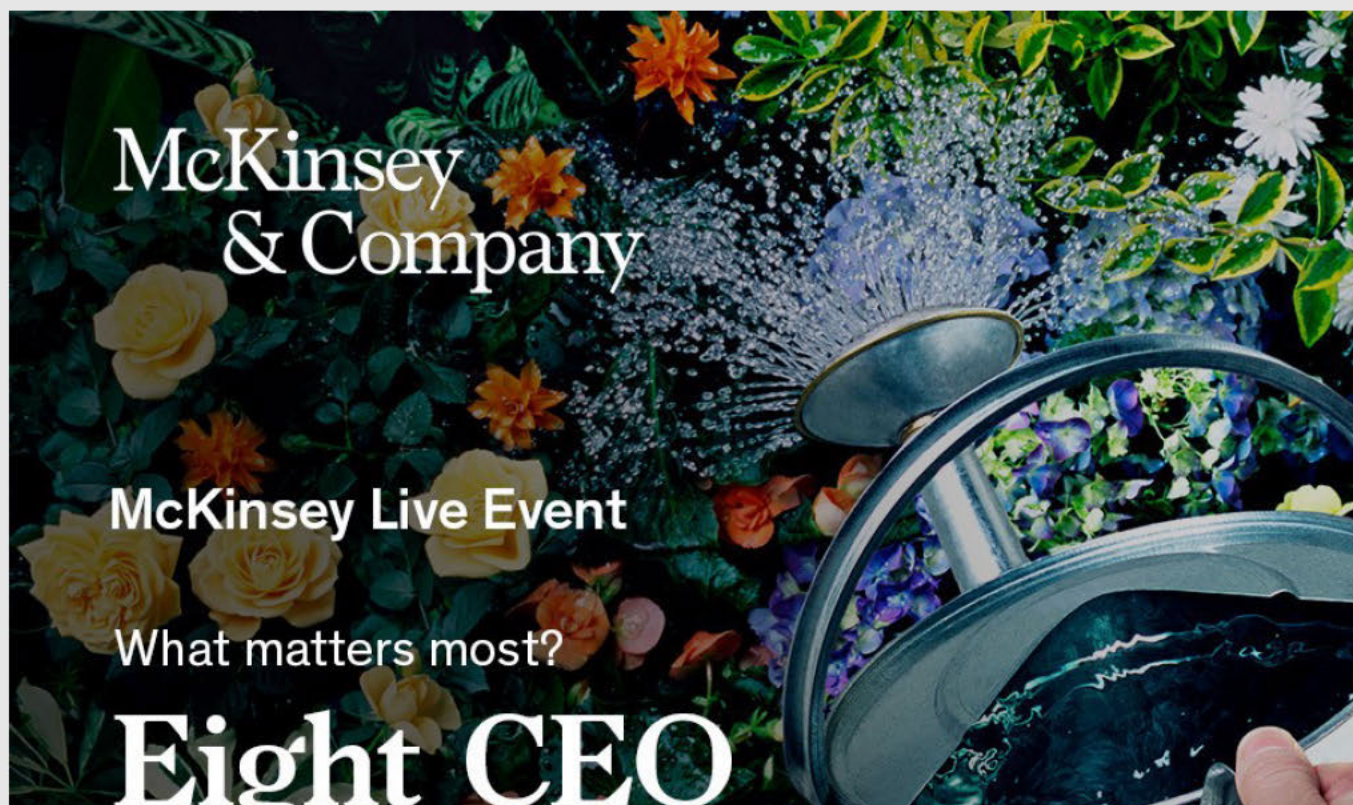
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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 15 février 2024 08:16
À: Sylvie Pinsonnault
Objet: What matters most? Eight CEO priorities for 2024

ATTENTION: Ce courriel provient de l'extérieur d'Investissement Québec. Veuillez porter une attention particulière et une vigilance accrue aux pièces jointes et liens URL qu'il contient.



Being a leader is an evolving and demanding job, and only getting harder. In the past few years, business leaders have had to respond to a global pandemic, geopolitical volatility, busted supply chains, stubborn inflation, the productivity promises and real risks of generative AI, and countless other disruptions. Any one of these is enough to derail a business agenda. Together, it's the most difficult operating environment we can remember.

[Get your copy](#)

Upcoming webinar

What matters most? Eight CEO priorities for 2024

Friday, February 23 at 9:30 a.m. ET / 3:30 p.m. CET

Join Liz Hilton Segel and Homayoun Hatami as they cut through the noise and discuss the eight priorities that matter most for CEOs in 2024.

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 1 mars 2024 08:16
À: Sylvie Pinsonnault
Objet: Upcoming webinar on closing the women's health gap

ATTENTION: Ce courriel provient de l'extérieur d'Investissement Québec. Veuillez porter une attention particulière et une vigilance accrue aux pièces jointes et liens URL qu'il contient.

Webinar

Closing the women's health gap: The \$1 trillion opportunity

McKinsey
& Company



The [McKinsey Health Institute](#)'s latest report, in collaboration with the World Economic Forum, has sized the health and economic returns of investing in women's health. It finds a \$1 trillion economic opportunity that, if harnessed, could unlock up to 75 million years of higher quality life for women (or 7 days annually per woman on average) from closing the women's health gap.

[Get your copy](#)

Upcoming webinar

Closing the women's health gap: The \$1 trillion opportunity

Thursday, March 7, 10:00 a.m. EST

Join a panel of cross-industry experts and McKinsey Health Institute leaders for a discussion that touches on the myths, challenges, and opportunities in women's health, and actions stakeholders can take to accelerate progress and innovation to help close the women's health gap.

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De: McKinsey & Company <[REDACTED]@mail.mckinsey.com>
Envoyé: 2 avril 2024 08:16
À: Sylvie Pinsonnault
Objet: Never just tech: Unlocking the full value of gen AI

ATTENTION: Ce courriel provient de l'extérieur d'Investissement Québec. Veuillez porter une attention particulière et une vigilance accrue aux pièces jointes et liens URL qu'il contient.

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Never just tech: Unlocking the full value of gen AI



Companies are coming to the realization that leveraging generative AI comes with more complexities and unforeseen challenges than initially thought. While achieving early success with generative AI is important, companies must embrace and be prepared for the necessary organizational changes to truly create meaningful value and make it stick.

[Get your copy](#)

Upcoming webinar

Never just tech: Unlocking the full value of gen AI

Monday, April 8 at 12:30 p.m ET / 6:30 p.m. CET

Please join Jessica Lamb and Gayatri on April 8th as they discuss how companies can navigate this ever-changing world of generative AI.

Reserve your spot

Watch past episodes of McKinsey Live [here](#).

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De: McKinsey Global Operations Practice
<[REDACTED]@mail.mckinsey.com>
Envoyé: 21 août 2024 08:01
À: Hubert Bolduc
Objet: You're invited | Generative AI and beyond: The Future of Operation

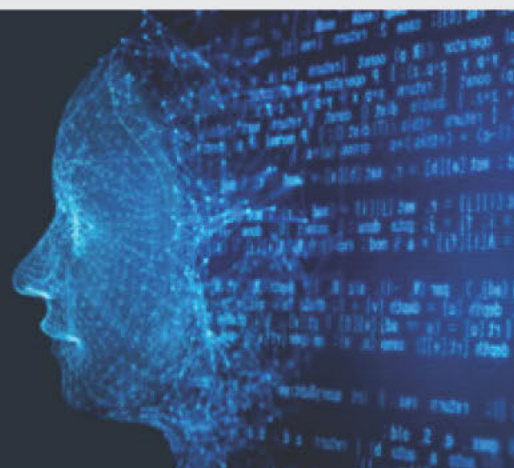
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Global webinar

Generative AI and beyond: The future of Operations

September 19, 2024 | 11:00 AM ET | 5:00 PM CET



Dear Hubert,

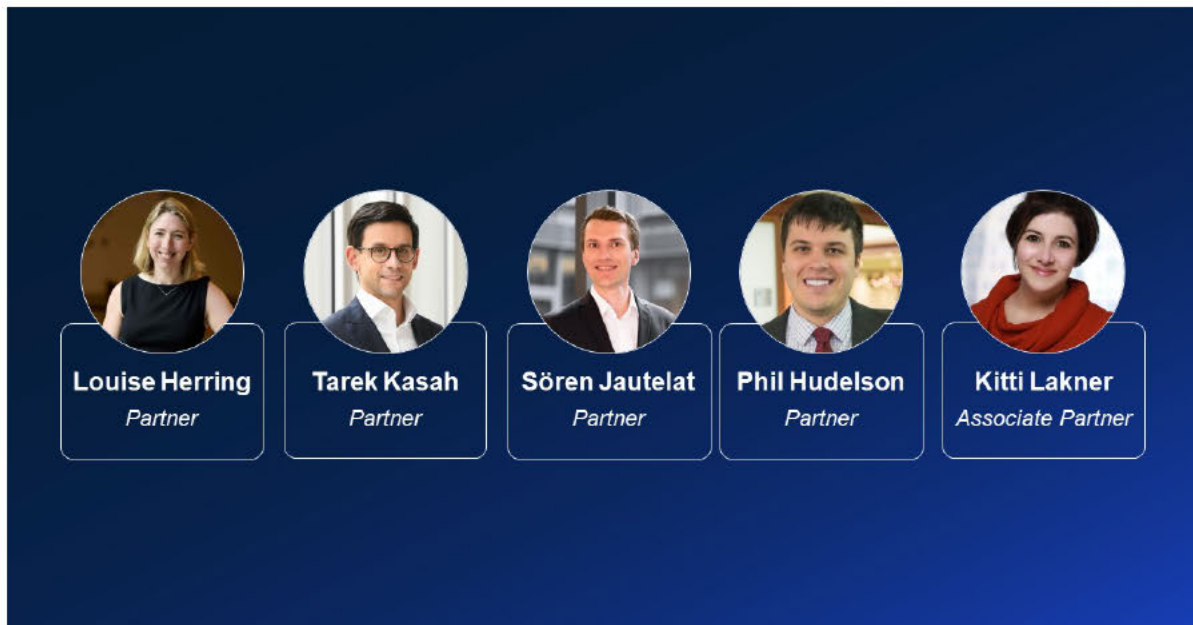
As organizations across industries look to generative AI to address ongoing productivity challenges, the focus must shift to the next frontier: The art of the possible. In the last of our three-part webinar series on generative AI, we will explore why leaders should be thinking about generative AI now and how early adopters are already leveraging its potential to transform their operations. It's no longer a question of if generative AI will reshape the operational landscape, but rather, when. Will you be ready to embrace it?

Join McKinsey experts for the final session in our series of three webinars exploring how organizations can fully unlock the value of gen AI and take the next steps in digital transformation.

Generative AI and beyond: The future of Operations
September 19, 2024, 11:00 AM ET | 5:00 PM CET

[Register here](#)

Meet our presenters for the webinar



In the third session in the series, we will:

- Outline critical priorities for executives to achieve business outcomes and navigate technologies in generative AI and beyond.
- Explore the art of possible with advancements and the potential value that generative AI and beyond can bring.
- Discuss how organizations can prepare for the future and why it matters.

[Register today](#) and receive access to the recordings for the first two sessions.

Please forward this to any colleagues or peers you believe would find value in this session. If you have any questions, please reach out to [our event team](#). We look forward to seeing you there.

Best regards,
McKinsey Global Operations Practice

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