



**TOGETHER FOR A SUSTAINABLE
TRANSFORMATION OF
CURBSIDE RECYCLING**

2018
ANNUAL REPORT



Éco
Entreprises
Québec

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OUR MISSION

Éco Entreprises Québec (ÉEQ) is a private non-profit organization that represents the companies that place containers, packaging and printed matter on the market in Québec in their responsibility to finance the costs of efficient and effective municipal curbside recycling services.

As a sector expert, ÉEQ optimizes the value chain of curbside recycling and implements innovative approaches with a view to sustainable development and circular economy.

3,400
CONTRIBUTING
COMPANIES

CURBSIDE RECYCLING IN QUÉBEC...

8.4 MILLION
POPULATION OF QUÉBEC¹

3.5 MILLION
NUMBER OF DWELLINGS²

99%
OF HOMES SERVED³

557
MUNICIPALITIES AND MUNICIPAL BODIES THAT
MANAGE CURBSIDE RECYCLING CONTRACTS³

63%
RESIDENTIAL RECOVERY RATE³

93 KG
QUANTITY RECOVERED PER CAPITA³

778,000 TONNES
MATERIALS RECOVERED THROUGH
MUNICIPAL PROGRAMS³

\$190
NET COST PER TONNE³

22
SORTING CENTRES

¹ Source: Institut de la statistique du Québec / ² Source: Statistics Canada / ³ Source: RECYC-QUÉBEC

A FEW WORDS FROM THE CHAIR OF THE BOARD OF DIRECTORS AND PRESIDENT AND CHIEF EXECUTIVE OFFICER

Year after year, as we draft our annual report, we have the opportunity to go over the past twelve months and appreciate the impressive amount of work our team has accomplished. Many projects and initiatives were launched against the backdrop of difficult conditions for the curbside recycling value chain. In 2018, the Chinese market restrictions announced in 2017 triggered a global crisis that did not spare Québec. Indeed, the situation highlighted the many challenges facing the province's recyclable materials value chain and demonstrates the issues related to the current curbside recycling system and limitations of the compensation plan.

It is important to remember that companies pay significant sums with no accountability in terms of the system's performance, materials recycling objectives, control over the quality of the materials sorted by centres or the traceability of the materials once they are sorted, and they do so with very little recognition for their contributions to finance curbside recycling. After 14 years, municipal authorities are still unfamiliar with the compensation plan and many are under the impression that the amounts are covered by the Québec government.

In a period in which citizens are increasingly calling upon businesses to be more responsible for the packaging and printed matter they generate, it is time to get the facts straight.

We believe the situation must change: we must modernize the compensation plan to broaden the role of companies in regard to recyclable materials management and foster the sustainability of curbside recycling in Québec. These changes must take place in a spirit of openness and collaboration with government authorities, municipalities and sorting centres. The implementation of measures to provide a framework for the system and assign an active role to contributing companies must be the focus of our future discussions.

It is also time for the government to recognize the recycling industry as an economic sector that creates wealth and whose renewal must necessarily involve the development of a real business model driven by innovation and circular economy. We must move beyond last century's model, and Éco Entreprises Québec intends to play an active part in this transformation.

This past year, as we took on tomorrow's challenges, we pursued our efforts to ensure the curbside recycling costs to be compensated remained as stable as possible. This was largely possible thanks to the government's positive response to our request to create an emergency fund for struggling sorting centres and the savings achieved by the many municipal organizations that implemented best curbside recycling practices—many of which are the outcome of the workshops and support services provided by ÉEQ.

A FEW WORDS FROM THE CHAIR OF THE BOARD OF DIRECTORS AND PRESIDENT AND CHIEF EXECUTIVE OFFICER (CONTINUED)

OUR ACTIONS OVER THE PAST YEAR ALSO AIMED TO STIMULATE THE CURBSIDE RECYCLING VALUE CHAIN. AND SO, WE CONCLUDED THE EXPERIMENTAL PILOT PROJECTS UNDER THE INNOVATIVE GLASS WORKS PLAN. THE RESULTS ARE INDISPUTABLE: THERE IS A SOLUTION TO RECYCLE 100% OF THE GLASS IN QUÉBEC AND IT IS AT OUR FINGERTIPS!

In addition, the international forum we organized in early 2019 with our French counterpart Citeo, entitled *Plastics solutions: recycling innovations on both sides of the Atlantic?*, brought together over 325 delegates from 20 countries, including 13 innovative plastic recycling start-ups. Each of them seeks to be part of the solution to attain the objective of recycling 100% of plastics by 2040, as set out in the Ocean Plastics Charter adopted last fall by the G7. The follow-ups to the event are very promising for Québec.

These are two examples of mobilization and collaboration in which ÉEQ played a role as a catalyst and worked hand in hand with all stakeholders in the curbside recycling value chain—contributing companies, business partners, industries, municipalities and the provincial government. It is these unifying approaches that will enable us to successfully carry out the ambitious project to modernize our curbside recycling system and make Québec a model for all North America.

Finally, we would like to acknowledge the support that the contributing companies provide to Éco Entreprises Québec in terms of the compensation plan and our activities to optimize the value chain. As the advertising campaign we premiered last fall says so well: THANK YOU very much to the 3,400 companies that finance recycling in Québec!



Denis Brisebois
Chair of the Board of Directors



Maryse Vermette
President and Chief Executive Officer

A handwritten signature in black ink, appearing to read 'D. Brisebois', written in a cursive style.

Denis Brisebois
Chair of the Board of Directors

A handwritten signature in black ink, appearing to read 'Maryse Vermette', written in a cursive style.

Maryse Vermette
President and Chief Executive Officer

REVIEW OF ÉEQ'S ACTIVITIES COMPANIES

Under the compensation plan, the companies that put containers, packaging and printed matter (CP&PM) on the market in Québec are responsible for 100% of the efficient and effective costs of curbside recycling.

While the compensation plan chiefly serves to develop the annual fee structure and ensure targeted companies contribute their fair share, it also provides these organizations with a range of tools, as well as an expert team to support them in their ecodesign approaches.

“REDUCING RATE-RELATED RISKS, MINIMIZING THE VARIATIONS STEMMING FROM PROJECTS TO FOSTER RATE CHANGES, ENSURING GREATER FAIRNESS BETWEEN MATERIALS AND BETWEEN COMPANIES AND FACILITATING THE PROCESSES FOR CONTRIBUTING COMPANIES THROUGH PERSONALIZED SUPPORT AND TOOLS AND TARGETED COMMUNICATIONS CONSTITUTE THE PRINCIPLES THAT GUIDE OUR WORK EVERY DAY.”

– Marie Julie Bégin, Vice-President, Compensation Plan

Mitigating the rate increase despite the recycling crisis

China's decision to restrict the quality criteria for the import of a number of materials sent shockwaves around the world, including Canada and Québec. The result was a collapse in the prices of plastic and mixed fibre bales that led sorting centres to turn to municipalities for help. The situation gave rise to a tremendous challenge for ÉEQ: estimating the municipal net costs of the 2019 Schedule of Contributions in a situation of instability.

ÉEQ's teams worked in close collaboration to consider all the changes that impact the amounts paid by municipal organizations and which are eligible for compensation. In addition, the methodology was refined to better evaluate the costs and reduce organizational risks.

Four factors made it possible to mitigate the increase in the contributions owed by companies:

- Application of the performance and efficiency factor provided for in the *Regulation respecting compensation*, which eliminates cost overrun by comparing municipalities in a same category;
- Implementation of an emergency fund for sorting centres by the government to cover the shortfall from the sale of fibres and plastics following the major price drop;
- Application of best practices by a number of municipal organizations, which, as recommended by ÉEQ and its best practices in curbside recycling initiative, achieved often significant savings;
- Decision by ÉEQ's board of directors to inject sums from the permanent printed matter and containers and packaging funds.



REVIEW OF ÉEQ'S ACTIVITIES COMPANIES

Providing quality services to companies: a priority for our organization

The services provided to companies are a priority for ÉEQ. In concrete terms, ÉEQ is always reviewing its practices to adjust to the evolving needs of contributing companies and specificities of their business sectors. The addition of new resources helped expand our support services, continue to ensure fairness in our compliance activities and better anticipate the needs of contributing companies and impacts of the changes on their operations. Quality services and tools make things clearer for companies, simplify the data collection approach and promote greater confidence in the reports they file.

Keeping fairness at the core of our discussions and actions

Supporting companies that generate short-life containers and packaging and printed matter sold as products to facilitate the integration of an addition for greater fairness

To ensure fairness, the fee structure developed for containers, packaging and printed matter sold as products was introduced in the 2018 Schedule of Contributions and covers items including wrapping paper, plastic cups, aluminum plates, calendars and agendas. Seeing as this addition represents a challenge for a number of companies, we have developed a personalized approach to support them in their preparatory reporting processes.

Further developing the fee structure based on materials' performances to maintain fairness between materials

Beyond its legislative obligation, ÉEQ is always working to further develop the contribution table based on the evolution of the curbside recycling value chain. The project to assess materials' performances that began in 2017 will help ÉEQ be even more inclusive and consider the performance of each material across the value chain. To do so, criteria were selected to evaluate the materials. Once completed, the project will:

- Help develop the contribution table including the list of materials subject to a fee and rate groups;
- Define means to optimize the recovery and recycling of containers, packaging and printed matter (CP&PM);
- Determine ecodesign strategies to guide companies in their options to develop greener CP&PM;
- Support changes to the Schedule of Contributions by considering new environmental criteria including ecodesign.

Setting out rates for 100% of the materials generated by e-commerce: a significant challenge in the current legal context

According to some estimates, close to 5% of the quantities of containers, packaging and printed matter generated in Québec are from online sales by companies that do not have a place of business in Québec and are therefore not targeted under the compensation plan. Out of fairness to all targeted companies, we want to change this. Over the course of the past year, ÉEQ made representations to the government, specifically to assess the government tax measures. We will continue to follow-up on and promote the implementation of solutions to address this inequity.

6,300
**DIRECT COMMUNICATIONS TO
COMPANIES TO SUPPORT THEM
IN THEIR OBLIGATIONS IN THE
DIFFERENT STEPS IN THEIR
PROCESSES**

270
**PARTICIPANTS IN
THE WEBINARS AND
CONSULTATIONS ORGANIZED
FOR CONTRIBUTING
COMPANIES**

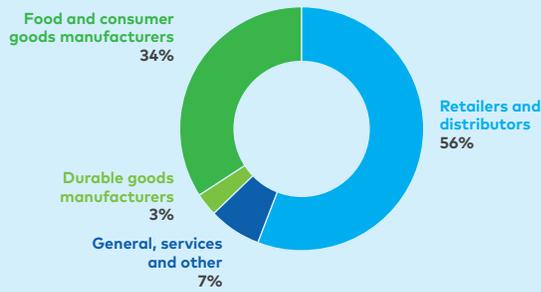


REVIEW OF ÉEQ'S ACTIVITIES COMPANIES

Performance indicators

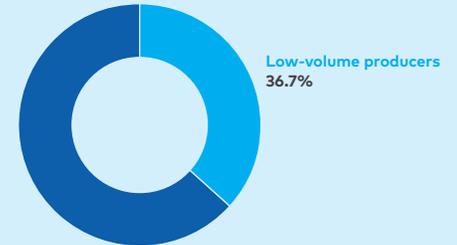
Distribution of contributions per activity sector

As percentages (%)



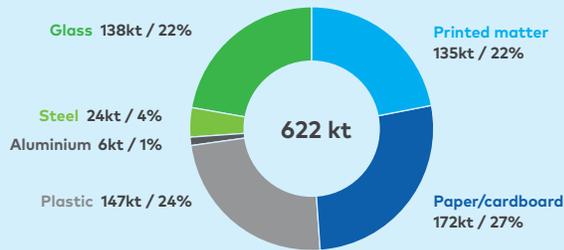
Percentage of companies that pay a flat fee

Under the 2018 Schedule of Contributions, of the companies that filed a report and those that received an imposed invoice, 36.7% were low-volume producers.



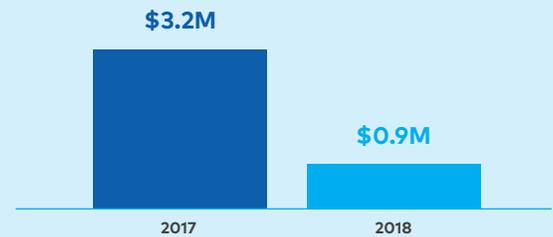
Distribution of materials reported by contributing companies

In millions of tonnes (kt)



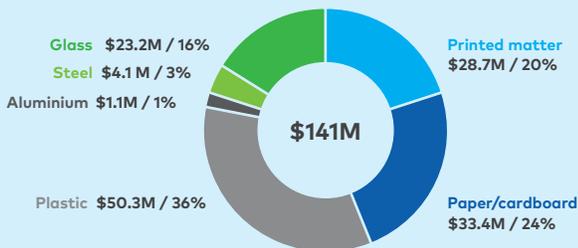
Analysis and audit of reports in 2018

Amounts collected following adjustments to revise inaccurate reports.



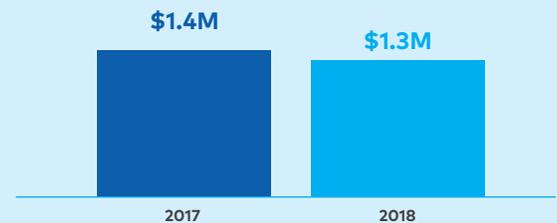
Distribution of materials reported per cost in the 2018 Schedule of Contributions

In millions of dollars (\$M)



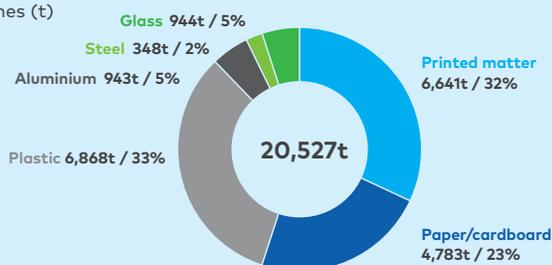
Contributions following legal procedures in 2018

Amounts collected following court actions to recover the amounts.



Distribution of the quantities of CP&PM products

In tonnes (t)



REVIEW OF ÉEQ'S ACTIVITIES COMPANIES

Major initiatives in 2019

Modernizing the compensation plan and curbside recycling system to make Québec a leader in North America!

The events of the past year demonstrated the limits of the compensation plan and challenges of the current curbside recycling system.

Mobilizing all stakeholders in the value chain, including companies, is necessary to take curbside recycling from a service model to a real value-added economic model and make Québec a leader in North America. This modernization will certainly entail a review of the roles and responsibilities of all stakeholders. More than ever, companies and municipalities will be called upon to work in close collaboration.

Studies to further develop the Schedule of Contribution and recycle better!

All activity sectors need clear and current data to grow, and the curbside recycling value chain is no exception. This is why ÉEQ, in partnership with RECYC-QUÉBEC, has made major investments in research over the years. To foster the development of local outlets for recyclable materials, it is critical to have an accurate picture of the quality of the materials that are sorted. With that in mind, ÉEQ and RECYC-QUÉBEC will pursue a study to characterize materials as they exit sorting centres and enter recycling and conditioning facilities to get a better idea of the composition of the bales of sorted materials. This information will help sorting centres determine optimization opportunities to increase the quality of the sorted materials and provide ÉEQ and RECYC-QUÉBEC with indicators to generate a profile of recycling options from a circular economy perspective.

Broadening the fees to materials generated by B2B: the reflection continues

The compensation plan offsets the costs of municipal curbside recycling programs, which serve residences, businesses, institutions and, to a lesser extent, industries. The project to eventually broaden the rates to materials generated by B2B, which was revived in 2018, will continue in 2019 to ensure greater fairness between companies and between materials.

Limiting the administrative burden of small businesses: still a consideration in the simplification measures

The criteria to determine small businesses' eligibility to use a simplified reporting process periodically come under review. The last revision was in 2014, and the compensation plan team will consider the issue again in 2019. Special attention will be given to companies that generate heavier materials such as glass and printed matter with sales over the current limit of \$2 million and which must fill in a detailed report to pay their contributions. A working group will be assembled to review the thresholds and amend the table of contributions to better reflect the financial and operational realities of small businesses.

Expanding the section of the website for companies: a key tool to support the personalized approach of the Company Services team

In an effort to provide targeted and adapted tools, the For companies section of the website will include specific information and tools for each activity sector. The segmented information will optimize the user experience. In order to simplify the process for companies, two new tools were made available early in the year: a new interactive guide to provide companies with information on their obligations and a materials classification tree to help them better understand the classification system, facilitating the reporting process and ensuring they pay fair rates.



REVIEW OF ÉEQ'S ACTIVITIES SERVICES TO MUNICIPALITIES

Municipal organizations are ÉEQ's leading partners. The Services to Municipalities team is dedicated to optimizing curbside recycling by providing municipalities with personalized support and workshops and sharing the latest tools for best practices in curbside recycling.

First workshop on best practices for Québec's ten largest cities

Fully aware of the different realities faced by large and smaller city managers, ÉEQ organized the very first workshop for Québec's ten largest cities. Coordinated with Ville de Québec, the two-day event led to substantive discussions on topics including the optimization of collection and services sectors for industrial, commercial and institutional establishments. A representative from the agglomeration of Toulouse was also on hand to provide participants with insights on waste management from a French perspective. Those in attendance expressed an interest in taking part in another edition, and ÉEQ plans to make workshop an annual event for large cities.

Support for municipalities leading to concrete results

Working hand in hand with municipal organizations: in demand and appreciated added value

More than ever, municipal managers in the residual materials sector appreciate the added value that ÉEQ's Services to municipalities team provides, as demonstrated by the growing number of municipalities that rely on its support services. Indeed, several municipal organizations have benefited from significant savings, as well as efficiency gains related to their operations. Eloquent examples were the focus of information sheets released by ÉEQ for municipalities.

OBJECTIVES OF THE BEST PRACTICES INITIATIVE

**GET BETTER VALUE
FOR MONEY**

**INCREASE
RECOVERY RATES**

**IMPROVE THE QUALITY OF
THE MATERIALS THAT
ARE RECOVERED**

**IMPROVE CITIZEN
SERVICES**

Success stories across Québec

1. La Vallée-de-la-Gatineau RCM

\$130,000 in savings through consolidation

2. Pays-d'en-Haut RCM

Double the number of bidders and overall savings of 24%

3. City of Beaconsfield

Smart collection leading to a 42% cost reduction

4. La Vallée-du-Richelieu RCM

Implementation of best practices leading to a 22% reduction in costs per unit

5. Roussillon RCM

Enhancement of specifications of calls for tenders



6. Rocher-Percé RCM

Electronic chips to increase participation in collection

7. Îles-de-la-Madeleine RCM

Detailed profile and comprehensive action plan

REVIEW OF ÉEQ'S ACTIVITIES SERVICES TO MUNICIPALITIES

Support for municipalities leading to concrete results (continued)

Drafting efficient calls for tenders by providing municipal managers with tools to obtain competitive prices

The expert committee on curbside recycling, which was created in 2017, continues to develop leading tools for municipal managers in the residual materials sector.

Based on the notion that municipalities minimize uncertainties and seek as many bidders on their calls for tenders as possible in order to obtain competitive prices, the committee set out the details that all calls for tenders should contain. This winter, close to 100 municipal managers took part in a webinar on the topic.

Meeting with decision makers A targeted approach integrated into the Municipal Services team's process

True to form, the ÉEQ team was present at all the major events in Québec's municipal sector.



Events held this year

February

Best practices workshops, Estrie

March

Conferences at the Salon des technologies environnementales du Québec organized by Réseau environnement

May

Booth at the annual meeting of the Union des municipalités du Québec

Best practices workshops, CMM Montréal-Laval

June

Booth and presentation at the conference of the Association des directeurs généraux des municipalités du Québec

Best practices workshops, CMM-Rive-Nord

Booth at the conference of the Association des directeurs municipaux du Québec

September

Booth at the seminar of the Association des travaux public d'Amérique

Booth and conference at the annual meeting of the Fédération Québécoise des municipalités du Québec

Presentation at the Commission de l'environnement de Montréal

October

Presentation to the municipal council of Mont-Saint-Hilaire

Presentation to the Association des directeurs généraux des MRC du Québec

November

Best practices workshop for large cities

Conference at the Colloque sur la gestion des matières résiduelles organized by Réseau Environnement

REVIEW OF ÉEQ'S ACTIVITIES SERVICES TO MUNICIPALITIES

Meeting with decision makers

A targeted approach integrated into the Service to municipalities team's process (continued)

Presentation to some 60 general directors of RCMs

For ÉEQ, general directors of RCMs constitute a strategic audience. At the interface between elected officials and municipal administrations, general directors have significant powers of intervention and influence with regard to curbside recycling issues. In November, ÉEQ CEO Maryse Vermette and Mathieu Guillemette, senior director of Services to Municipalities, led a successful conference before members of the Association des directeurs généraux des MRC du Québec. First illustrating the impacts of the crisis in which the Chinese ban plunged sorting centres and municipalities, they advocated for the need to further develop current curbside recycling systems and the compensation plan.



ÉEQ reminds some 1,200 municipalities, RCMs and waste management authorities that curbside recycling is financed by companies

In December, along with the new advertising platform launched in 2018, which refocuses the message on the role companies play in financing municipal curbside recycling services, ÉEQ's CEO sent a personalized letter to every mayor, warden and general director in municipalities, RCMs and waste management authorities. The central message was that companies finance 100% of municipal curbside recycling services.

"THE CRISIS REVEALED THAT THERE IS STILL MUCH ROOM TO IMPROVE MUNICIPAL CURBSIDE RECYCLING SERVICES. MORE THAN EVER, THROUGH OUR SUPPORT SERVICES, WE ARE ABLE TO PROPOSE SOLUTIONS TO OPTIMIZE THE MUNICIPAL PROGRAMS THAT ARE IN PLACE."

– Mathieu Guillemette, Senior Director, Services to Municipalities

Many projects in 2019

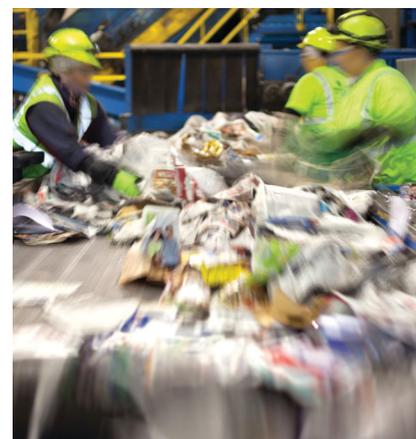
More support

There are more and more requests for our municipal support services. In addition to the ongoing mandates that began in 2018, we will focus on new initiatives in 2019. We anticipate that some 30 organizations will benefit from our services this year. In many cases, the projects should lead to savings and better performances.

Partnership to reduce contaminants in sorting centres

Contaminants in citizens' recycling bins have always been a source of concern for sorting centres. Characterization studies have shown that the contamination rate in Québec is approximately 13%. Ultimately, it is the centres' capacity to effectively sort other materials that is affected.

A study that is currently underway in the Mauricie region will help develop an optimal approach to reduce contamination in citizens' recycling bins and could then be implemented across the province. The project is led by ÉEQ in collaboration with RECYC-QUÉBEC, Récupération Mauricie and the Régie de gestion des matières résiduelles de la Mauricie.

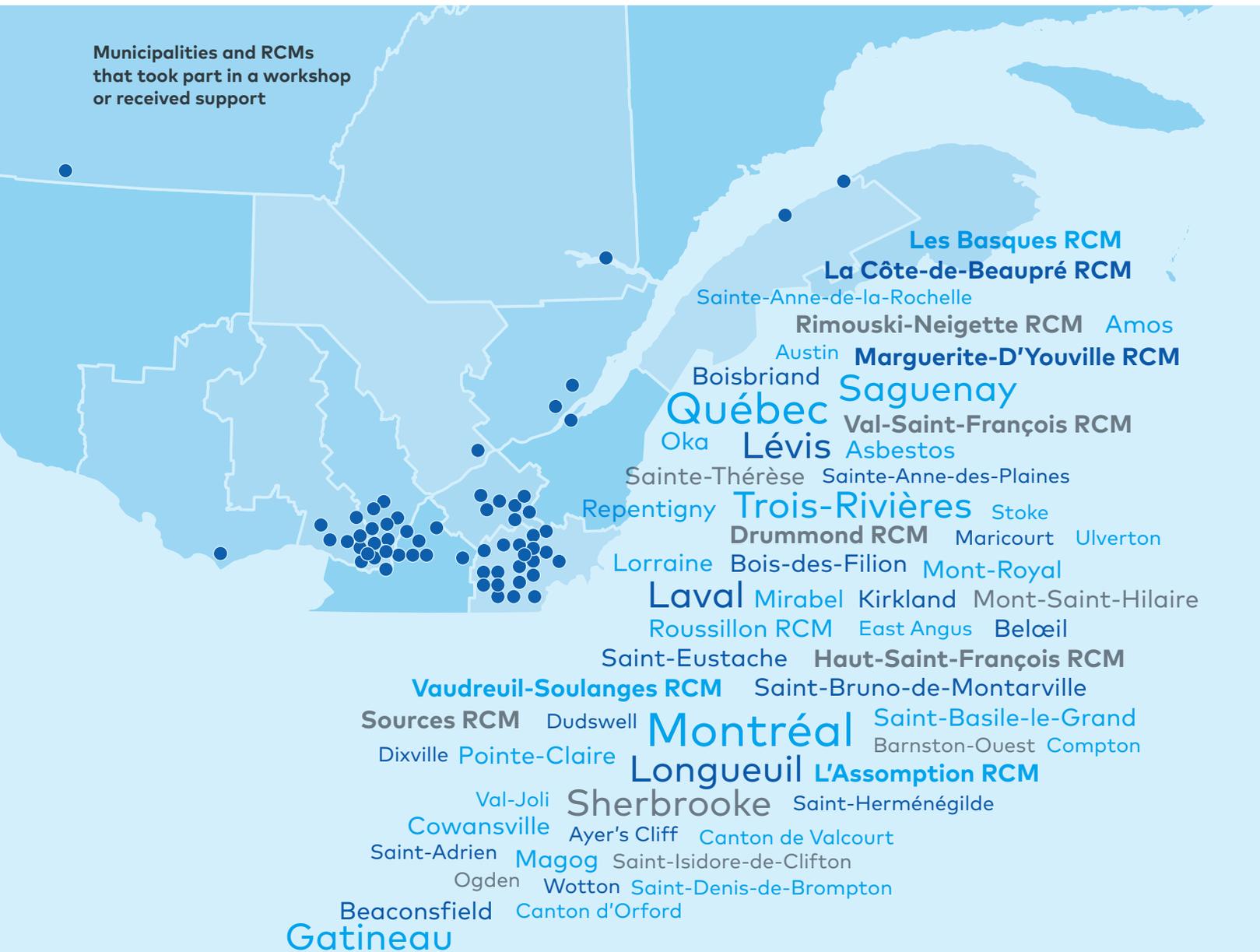


REVIEW OF ÉEQ'S ACTIVITIES SERVICES TO MUNICIPALITIES

Many projects in 2019 (continued)

Support for sorting centres: the key to optimizing curbside recycling

There are more and more requests for our municipal support services. In addition to the ongoing mandates that began in 2018, we will focus on new initiatives in 2019. We anticipate that some 30 organizations will benefit from our services this year. In many cases, the projects should lead to savings and better performances.



REVIEW OF ÉEQ'S ACTIVITIES ECODESIGN AND CIRCULAR ECONOMY

Ecodesign and circular economy are gaining an increasingly central place in ÉEQ's strategic vision. A sign of the times, ÉEQ's ecodesign and circular economy board committee was created to oversee the implementation of the strategy, thus confirming the significance companies attach to ÉEQ's ecodesign directions.

"AT A TIME WHEN THE INDUSTRY MUST MOBILIZE TO FIND SOLUTIONS TO TODAY'S RECYCLING CHALLENGES, A GROWING NUMBER OF COMPANIES ARE REALIZING THAT ONE OF THESE SOLUTIONS IS UPSTREAM OF THE DESIGN PROCESS. BY INTRODUCING ENVIRONMENTAL CRITERIA INTO THEIR PACKAGING DESIGN, THEY ARE WORKING WITHIN A CIRCULAR BUSINESS MODEL AND ENSURING THEY REDUCE THEIR ENVIRONMENTAL FOOTPRINT."

– Geneviève Dionne, Director, Ecodesign and Circular Economy

A vision for ecodesign and circular economy

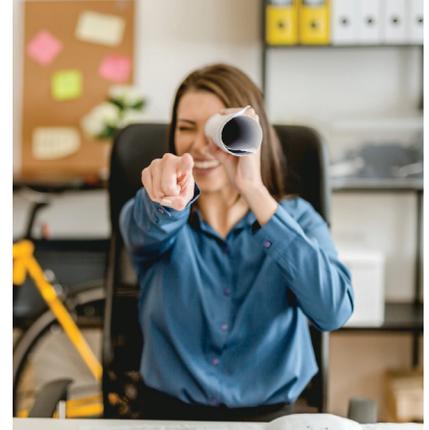
A board committee was established to foster the development of best practices in packaging ecodesign and ecomaterials in Québec. The committee will take on an advisory role as ÉEQ sets out its ecodesign and circular economy action plan, which will be released in 2019.

ÉEQ joins Québec circulaire

In December, Institut EDDEC for the environment, sustainable development and circular economy launched the Québec circulaire platform, which brings together current and upcoming circular economy initiatives, tools and expertise. ÉEQ is a proud partner in this point of convergence, which will play a key role in sharing information with the businesses, organizations, researchers, policy makers and organizations seeking to implement circular economy in Québec.

Partner in the first study on Québec's circular economy

In March, ÉEQ and its partners—the Conseil du patronat du Québec and the Québec Business Council on the Environment—released the very first study on Québec's circular economy. Conducted by the experts at Institut EDDEC for the environment, sustainable development and circular economy and the Groupe de recherche en gestion et mondialisation de la technologie at Polytechnique Montréal, the study investigated the benefits, barriers and economic, technological and social levers of what is considered to be the way forward to accelerate our transition to a greener economy.



REVIEW OF ÉEQ'S ACTIVITIES ECODESIGN AND CIRCULAR ECONOMY

Awareness and outreach activities

Ecodesign and circular economy are approaches that deserve to be better understood in Québec, especially since they constitute essential paths for the future. Our team is therefore creating more and more opportunities to inform and raise awareness among stakeholders by speaking at conferences and in public forums and features in specialized publications.

For example, in 2018, ÉEQ:

- wrote a column in Voir vert magazine in print and online to raise awareness among members of the sustainable construction industry of how ecomaterials made from packaging and printed matter collected through curbside recycling may be integrated into urban planning, commercial and residential projects;
- spoke at a seminar on the packaging industry;
- joined the jury of a packaging innovation competition;
- led conferences in universities to raise awareness among future decision makers.

Showcasing ecomaterials in our own offices

In 2018, with the arrival of the professionals who have joined the team over the past few years, ÉEQ had to rethink its work spaces and took the opportunity to integrate ecomaterials made from packaging and printed matter collected through curbside recycling services into the common areas. Visitors can now stand on concrete floors containing glass aggregates and have a cup of coffee at a concrete counter made from glass powder, both of which were manufactured using glass recycled through our *Innovative Glass Works* pilot projects, discover our sound absorbing tiles made from recycled paper pulp from our old business cards and stationary and admire unique works of art made from packaging. Our main entrance even features a recycled paper side table! The design is also very interesting from an esthetic perspective. The project was overseen by the experts on our ecodesign and circular economy team.

Our priorities in 2019

Updating and expanding our support program

Many companies are becoming aware of the need to choose ecodesign for their packaging. For nearly a decade, our team has been providing leading training and support for companies and organizations. Some 50 businesses have already benefitted from our services. The approach is constantly evolving, and, in 2019, we will refine ÉEQ's vision to update and expand our ecodesign training and support program and tools.

Developing a business model for contributing companies by integrating environmental criteria into the fee structure

Based on the findings of the analysis of the performances of the materials in the curbside recycling value chain, the Ecodesign and Circular Economy team will contribute to the development of the fee structure to consider criteria related to container, packaging and printed matter ecodesign. The reflection will get underway in 2019 and be carried out in close collaboration with the Compensation Plan team. The outcome will be presented to companies as it is established.



ÉEQ offices



REVIEW OF ÉEQ'S ACTIVITIES INNOVATIVE GLASS WORKS PLAN

A significant part of our team worked very hard to implement the *Innovative Glass Works* plan. The first of its kind in North America, the plan makes ÉEQ the catalyst of an unprecedented mobilization of the recycling industry to meet the challenge of providing glass with added value and, ultimately, a second life.

"THIS PAST YEAR WAS DEFINING, AND THE ONGOING EFFORTS INVESTED BY SORTING CENTRES ARE PROVING SUCCESSFUL SINCE MANY RECYCLERS APPRECIATE THE QUALITY OF THE GLASS THEY NOW RECEIVE THROUGH CURBSIDE RECYCLING SERVICES."

– Pierre Benabidès, Senior Advisor,
Materials and Market Development

Conclusive report on the *Innovative Glass Works* plan: we have found the solution

The pilot projects aiming to test cutting-edge glass sorting and processing equipment conducted in collaboration with five sorting centres have enabled ÉEQ to state without hesitation that our *Innovative Glass Works* plan is the solution to recycle 100% of the glass collected through curbside recycling. A comprehensive 70-page report and summary were released in February 2019. The report outlines 18 recommendations on the technical needs that will enable Québec sorting centres to deliver glass of unparalleled purity, ideal for conditioners and recyclers. The report also details the conditions to meet the demand for the glass to be used in a number of outlets, as well as an implementation strategy and investment plan.

Therefore, after investing \$12.2M in the *Innovative Glass Works* plan, ÉEQ has demonstrated that there are accessible solutions and that it possesses the expertise and knowledge required to implement them. The release of the report was also the opportunity to undertake a vast communications campaign aimed at elected officials at the municipal and provincial levels, industry stakeholders, the media and consumers.



97%
**PURITY RATE—A FIRST
FOR QUÉBEC SORTING
CENTRES!**



REVIEW OF ÉEQ'S ACTIVITIES INNOVATIVE GLASS WORKS PLAN

Sustained efforts to develop markets for recycled glass

As the pilot projects were underway in sorting centres, the *Innovative Glass Works* team dedicated a significant amount of time and energy to working with stakeholders in the recycled glass value chain to develop new markets.

Working to have glass powder recognized as a cement additive

While glass is promising as an ecomaterial that may be integrated into infrastructures, in certain cases, it must first undergo a standardization process before being widely accepted by contract givers. In 2018, ÉEQ and the Société des alcools du Québec undertook a process leading to the recognition of glass powder as a cement additive by the CSA Group. In addition to ensuring contract givers that choose to use the innovative ecomaterial in their concrete structures of a regulated quality, the standard contributes to the recognition and consolidation of leading expertise that is already well established in Québec.

Glass powder is an additive used in concrete for a range of infrastructures and equipment, from sidewalks and skateparks to park benches, sound abatement walls and more.

Municipalities test the glass

Among the potential key users of recycled glass are municipalities. Indeed, there are a number of applications for the material, including cement additives, abrasives, ornamental mulch, water filters and insulating backfill. The municipality of Chandler, in Gaspésie, took part in a technology showcase project in collaboration with École de technologie supérieure and ÉEQ to test the performances of granulated glass to insulate water lines. Also in collaboration with ÉEQ, Plessisville (Coeur-du-Québec) plans to test granulated glass to filter its future municipal pool.

Cutting-edge equipment in Montréal's new sorting centre

In late 2017, following the announcement that ÉEQ was donating a complete glass processing system to the new sorting centre in the west of Montréal, our team worked in collaboration with Ville de Montréal and the centre's equipment manufacturers and operators to plan the system's installation and integration into the planned infrastructure. The new sorting centre, which will process 100,000 tonnes of recyclable materials annually, will be put into operation before the end of the year.



REVIEW OF ÉEQ'S ACTIVITIES OUR REACH

Through the years, ÉEQ has developed a collaborative leadership to mobilize curbside recycling stakeholders and act as a facilitator for the integration of innovative practices. Our efforts to develop best practices and intelligence in curbside recycling as an expert and especially to disseminate this expertise and make it available to our clientele have enabled ÉEQ to build its credibility and increase its reach.

A modern image in line with our mission and values

ÉEQ's new brand image

An organization's logo is the foundation of its brand image. Far more than the outcome of a graphic design exercise, a strong logo is of inestimable value to the organization it represents. In 2018, ÉEQ completely redesigned its logo to ensure it reflects what it is today: an organization engaged in open dialogue. The logo's curving lines symbolize the circular economy with contributing companies at its core. The signature—*Recycling is our business*—which ÉEQ has conveyed for many years, recalls the organization's key mission.



Launch of a new communications campaign

In 2018, ÉEQ launched a new advertising platform for mass media and the Web. Simply titled *Merci*, the campaign is an eloquent reminder that the companies that provide close to \$150M to finance municipal recovery programs across Québec deserve our gratitude. A post-test Léger survey revealed that 8 out of 10 respondents appreciated the campaign—an excellent score.



REVIEW OF ÉEQ'S ACTIVITIES OUR REACH

ÉEQ jointly organizes an international forum on plastics recycling

Crisis can often lead to opportunity. With this in mind, ÉEQ, in collaboration with its French counterpart Citeo, organized the Plastics solutions: recycling innovations on both sides of the Atlantic forum. Held in February 2019 in Paris, the two-day event brought together 13 international businesses and start-ups that met with contributing companies, investors and recyclers to discuss opportunities to develop new plastics recycling technologies and take them from laboratory to industry. Over 325 delegates from 20 countries took part in the forum. Québec's presence was felt, with an impressive delegation of some 40 representatives, including local start-ups.

This joint initiative is in line with the objectives of the Ocean Plastics Charter, which was adopted by Canada, France, the European Union and three other G7 nations at the G7 Summit held in Canada in June 2018, as well as those of the *EU Plastics Strategy*.

Release of the report on the *Innovative Glass Works* plan

The very positive results of the experimental pilot projects conducted under the *Innovative Glass Works* plan and efforts to develop recycled glass markets deserve to be highlighted. To draw attention to the quality of the glass that exits sorting centres, ÉEQ sent glass samples to over 1,600 people: the 27 provincial ministers and 98 other members of the National Assembly, the mayors of Québec's 1,114 municipalities and wardens of the 87 RCMs, 43 members of the parliamentary press gallery and over 50 other journalists, as well as ÉEQ's over 240 partners. The communication invited them to read the report on the pilot projects. The release also received significant press coverage. In sum, ÉEQ pulled out all the stops to be seen and heard!



COMPOSITION OF RESIDENTIAL CURBSIDE RECYCLING BINS 2015–2017

PAPER AND CARDBOARD: **59%**

GLASS: **17%**

PLASTIC: **10%**

METAL: **3%**

OTHER: **11%**



AVERAGE RATE OF RECOVERY PER MATERIAL UNDER THE 2018 SCHEDULE OF CONTRIBUTIONS

Printed matter
80.5%



Glass
78.8%



Paper/cardboard
63.6%



Steel
58.6%



Plastic
42.7%



Aluminium
24.6%



GOVERNANCE MODEL

In 2018, ÉEQ pursued its efforts under the 2018–2020 strategic plan, confirming the directions that will continue to guide its reflections and actions for the next two years.

SENIOR MANAGEMENT TEAM

In 2017, the board of directors adopted a new organizational model in keeping with ÉEQ's mission and the application of the new strategic plan. The model's gradual implementation began in 2018 and will continue in 2019.

In 2018, the position of senior advisor, legal and government affairs was created to meet the organization's growing needs.

ÉEQ'S SENIOR MANAGEMENT TEAM IN MARCH 2019



Maryse Vermette
President and Chief
Executive Officer



Marie Julie Bégin
Vice-President,
Compensation Plan



Mathieu Guillemette
Senior Director, Services
to Municipalities



Hugo Lapointe
Senior Director,
Administrative Services
and Finance



Geneviève Dionne
Director, Ecodesign and
circular economy



Isabelle Laflèche
Director, Company
services



Jean-Charles Ferland
Director, Compliance
and Audit



Me Joëlle R. Chiasson
Senior Counsel, Legal and
Government Affairs

Note: two managerial positions were not filled when this report was drafted (Director, Communications and Publics affairs and Director, Market development and Sorting technology)

BOARD OF DIRECTORS

MEMBER DIRECTORS ON DECEMBER 31, 2018



Denis Brisebois¹
Chair of the Board of Directors, Chair of the Human Resources Committee and Chair of the ecodesign and circular economy committee

Appointed to the Board of Directors on June 12, 2009
Representative designated by Metro inc.



Sylvain Mayrand³
Vice-Chair of the board of Directors

Appointed to the Board of Directors on January 22, 2010
Representative designated by A. Lassonde inc.



Johanne Leclerc^{1,2}
Secretary-treasurer

Appointed to the Board of Directors on April 24, 2014
Representative designated by Cominar Real Estate Investment Trust



Nathalie Comeau⁴
Member of the Board of Directors

Appointed to the Board of Directors on April 26, 2018
Representative designated by Cascade Groupe Tissu



Martine Desmarais³
Member of the Board of Directors

Appointed to the Board of Directors on April 26, 2018
Representative designated by the Corporation AUB inc. (L'Aubainerie)



Édith Filion
Chair of the audit and finance committee

Appointed to the Board of Directors on December 8, 2017
Representative designated by the Société des alcools du Québec



Christine Forget⁴
Member of the Board of Directors

Appointed to the Board of Directors on January 26, 2018
Representative designated by Agropur



Thierry Lopez^{1,2}
Member of the Board of Directors

Appointed to the Board of Directors on April 21, 2016
Representative designated by Best Buy Canada Ltée



Ghislain Ouimet⁴
Member of the Board of Directors

Appointed to the Board of Directors on April 26, 2018
Representative designated by Groupe Saint-Hubert



Serge Proulx³
Member of the Board of Directors

Appointed to the Board of Directors on June 10, 2016
Representative designated by TELUS Québec

NON-MEMBERS DIRECTORS ON DECEMBER 31, 2018



Michel Camirand³
Member of the Board of Directors

Appointed to the Board of Directors on April 24, 2015



Johnny Izzi^{1,2}
Member of the Board of Directors

Appointed to the Board of Directors on April 24, 2015



Ginette Pellerin²
Member of the Board of Directors

Appointed to the Board of Directors on April 24, 2015



Me Pierre Renaud⁴
Chair of the governance and ethics committee

Appointed to the Board of Directors on April 24, 2015

¹ Member of the governance and ethics committee

² Member of the human resources committee

³ Member of the audit and finance committee

⁴ Member of the ecodesign and circular economy committee

DISCLOSURE ON GOVERNANCE

COMPOSITION OF THE BOARD OF DIRECTORS

In accordance with the organization's bylaws, the board of directors is made up of ten representatives from targeted organizations and companies, as well as four representatives whose expertise and experience are related to the value chain of Québec's curbside recycling system for containers, packaging and printed matter.

Half the board positions—five members and two non-members—are elected each year. The alternating system ensures greater stability within the board of directors and effective follow up. The directors are elected for a two-year period. This term is renewable.

Directors elected at the annual general meeting on April 26, 2018

At the annual general meeting on April 20, 2017, the following directors were elected by acclamation.

Member directors

Édith Filion, Société des alcools du Québec
Christine Forget, Agropur Coopérative laitière
Thierry Lopez, Best Buy Canada
Sylvain Mayrand, A. Lassonde inc.
Ghislain Ouimet, Groupe St-Hubert

Non-member directors

Michel Camirand
Pierre Renaud

On December 31, 2018, the board of directors was made up of 14 directors. In the 2018 fiscal year, the board of directors held seven meetings. The committees of the board of directors held eight meetings.

Attendance of the members of the board of directors

Participant	Meetings of the board of directors
Blanchet, Suzanne	.3/3
Bouchard, Diane	.1/1
Brisebois, Denis	.7/7
Camirand, Michel	.7/7
Comeau, Nathalie	.3/3
Desmarais, Martine	.3/3
Filion, Édith	.5/7
Forget, Christine	.6/6

Participant	Meetings of the board of directors
Izzi, Johnny	.7/7
Leclerc, Johanne	.7/7
Lopez, Thierry	.7/7
Mayrand, Sylvain	.7/7
Pellerin, Ginette	.7/7
Proulx, Serge	.6/7
Renaud, Pierre	.6/7

Note: Suzanne Blanchet left the board of directors on April 26, 2018. Diane Bouchard left the board of directors on January 26, 2018. Nathalie Comeau was appointed in July 2018 and attended her first meeting on September 28, 2018. Martine Desmarais was appointed in July 2018 and attended her meeting on September 28, 2018. Christine Forget was appointed in February 2018 and attended her first meeting on March 16, 2018.

Remuneration

The board's directors chose not to remunerate the member directors who represent contributing companies, even though it is permitted by bylaw to do so. However, non-member directors receive an attendance allowance. In addition, in 2016, the board of directors adopted a resolution allowing for this remuneration to also be provided to non-members for their participation in the organization's strategic planning days.

DISCLOSURE ON GOVERNANCE

WORK OF THE COMMITTEES OF THE BOARD OF DIRECTORS AT DECEMBER 31, 2018

Ethics and governance committee

Under the general bylaws in effect at the annual general meeting on April 26, 2018, the governance and ethics committee is mandated to determine the list of nominees to stand for election as directors.

The governance committee met twice in the year. One of the meetings was held to draw up the list of nominees for the 2018 elections, and the other aimed to review the vacancies on the board of directors and select nominees to fill the positions.

Composition of the committee

Pierre Renaud, chair of the committee
Denis Brisebois, chair of the board of directors
Johnny Izzì
Johanne Leclerc
Thierry Lopez

Attendance of the committee

Pierre Renaud2/2
Denis Brisebois2/2
Johnny Izzì1/2
Johanne Leclerc2/2
Thierry Lopez2/2

Reference documents on governance

- Code de déontologie des administrateurs de Éco Entreprises Québec
- Règlement sur les devoirs, obligations et responsabilités du comité de gouvernance et d'éthique (adopted in June 2016)

Human resources committee

The human resources committee met twice in the year. Members analyzed the report submitted by the president and chief executive officer, as well as her performance. The committee also considered the budget plan for the 2018 wage bill for recommendation.

Composition of the committee

Denis Brisebois, chair of the committee and board of directors
Johanne Leclerc
Thierry Lopez
Ginette Pellerin
Johnny Izzì

Attendance of the committee

Denis Brisebois2/2
Johanne Leclerc2/2
Thierry Lopez2/2
Ginette Pellerin2/2
Johnny Izzì¹.1/1

¹ Johnny Izzì was appointed to the committee in September 2018.

DISCLOSURE ON GOVERNANCE

WORK OF THE COMMITTEES OF THE BOARD OF DIRECTORS AT DECEMBER 31, 2018 (CONTINUED)

Audit and finance committee

The audit and finance committee held three work sessions. Members provided an analysis of the financial statements for the year ending on December 31, 2018, and the audit mandate for the 2019 fiscal year.

Members reviewed the plan of work for 2018, as well as the mandate of the committee, financial commitment policy, corporate funds management policy and investment policy. They provided a follow-up report on the assessment of the effectiveness of the key process controls of the compensation plan. They reviewed the organization's insurance portfolio. They carried out a follow up on the organizational risk management policy. Finally, the committee assessed the 2019 budget forecasts for recommendation to the board of directors.

Composition of the committee

Suzanne Blanchet¹, chair of the committee until April 2018
 Édith Filion², chair of the committee as of September 2018
 Michel Camirand
 Martine Desmarais³
 Sylvain Mayrand
 Serge Proulx

Attendance of the committee

Suzanne Blanchet 1/1
 Édith Filion 2/2
 Michel Camirand 3/3
 Martine Desmarais 0/1
 Sylvain Mayrand 3/3
 Serge Proulx 3/3

¹ Suzanne Blanchet left the committee in April 2018.

² Édith Filion was appointed in September 2018. Her participation began in September.

³ Martine Desmarais was appointed in September 2018. Her participation began in November.

Ecodesign and circular economy committee

Created in fall 2018, the ecodesign and circular economy committee met once in the year. Members determined the committee's mandate, work methods, objectives and composition. Committee members were introduced to the members of new management team of the Ecodesign and Circular Economy group, who went over the ecodesign activities undertaken to date. The draft ecodesign and circular economy plan was presented.

Composition of the committee

Denis Brisebois, chair of the committee and board of directors
 Nathalie Comeau
 Pierre Renaud
 Ghislain Ouimet
 Christine Forget

Attendance of the committee

Denis Brisebois 0/1
 Nathalie Comeau 1/1
 Pierre Renaud 1/1
 Ghislain Ouimet 1/1
 Christine Forget 1/1

DISCLOSURE ON GOVERNANCE

COMMUNICATIONS WITH STAKEHOLDERS

Compensation plan

With regard to the targeted companies, the board of directors approved the convening of special consultations with contributing companies on the 2019 Schedule of Contributions on October 23 and 25, 2018. The initiative to optimize the reporting process pursued its activities and organized webinars on topics including the:

- 2018 Schedule of Contributions and its new features including the broadening of the fees to short-life containers and packaging sold as products and printed matter sold as products (CP&PM products) in March 2018;
- ongoing approach to assess the performance of the materials collected through curbside recycling to support the further development of the contribution table in June 2018.

A communications plan aimed specifically at CP&PM products was also developed and implemented in summer 2018 to support the companies affected by the new fees.

The office of the vice-president, Compensation Plan, continued to oversee the activities of the association committee, which is made up of members from associations of targeted companies. Information and discussion meetings were held in Montréal (May 7 and November 20) and Toronto (May 10 and November 22). A special information meeting of Québec associations was held to discuss the recycling crisis.

Optimizing curbside recycling

Throughout the year, in connection with the optimization of the value chain of curbside recycling, the board supported various consensus-building and communication activities with stakeholders in Québec's curbside recycling system, including the following:

Innovative Glass Works plan

- Finalization of the experimental pilot projects to sort and clean glass collected through curbside recycling in five sorting centres selected under the *Innovative Glass Works* plan and transfer of equipment to the participating centres;
- Second, third and fourth forum for the centres enrolled in the pilot projects;
- Meeting of the *Innovative Glass Works* plan follow-up committee;

- Data collection and drafting of the report on the *Innovative Glass Works* plan for public release;
- Conduct of a Léger-ÉEQ survey on Quebecers habits in connection with the recovery and recycling of glass collected through curbside recycling;
- Dissemination of press releases on topics including the recognition of glass powder as a cement additive the CSA standards.

Best practices in curbside recycling

- Organization of the first workshop on optimizing curbside recycling in bigger cities in which Québec's ten largest cities took part;
- Publication of three information sheets on municipalities' success stories as part of the Best Practices Initiative;
- Dissemination of a personalized letter to all mayors, wardens and director generals in municipalities across Québec to remind them of ÉEQ's role in financing the curbside recycling system;
- Presence and participation as speakers in events bringing together municipal managers and elected officials and curbside recycling stakeholders Québec;
- Continuation of best practices in curbside recycling workshops across Québec with over 100 participants from the municipal sector;
- Participation in conferences and seminars organized by stakeholders in Québec's curbside recycling system and outside the province.

Ecodesign and circular economy

A report on the circular economy in Québec by Institut EDDEC for the environment, sustainable development and circular economy in collaboration with the Conseil du patronat du Québec, the Québec Business Council on the Environment and ÉEQ entitled *Opportunités et impacts économiques* was released in March 2018. The report was the focus of a discussion panel at a breakfast conference held prior to ÉEQ's annual general meeting.

Plastics recycling forum

Plastics solutions: recycling innovations on both sides of the Atlantic.

Organized and hosted by Éco Entreprises Québec and Citeo, the first Québec-France discussion forum on innovation in plastic packaging recycling was held in Paris on February 4 and 5, 2019.

DISCLOSURE ON GOVERNANCE

COMMUNICATIONS WITH STAKEHOLDERS (CONTINUED)

Communications

- adoption of new logo in keeping with the organization's mission and values;
 - launch of a new multiplatform communications campaign (TV, online, print) with the tagline *Merci aux 3 400 entreprises qui financent la récupération d'ici*;
 - dissemination of 15 press releases;
 - optimization of the website.
-

Government relations

Throughout the year, ÉEQ pursued the implementation of its government relations strategy to modernize the compensation plan and optimize curbside recycling services. The representations made by ÉEQ to government authorities on behalf of the companies and organizations that it represents were carried out in compliance with the *Lobbying Transparency and Ethics Act*. ÉEQ's government relations activities include the:

- drafting and dissemination of a submission and recommendations on the *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* (January 26, 2018);
- drafting and dissemination of a submission and recommendations on the draft *Regulation respecting ministerial authorizations and declarations of compliance in environmental matters* (April 12, 2018);
- participation in the broad consultation on the recycling crisis led by the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (May 30, 2018);
- presentation before the city of Montréal's water, sustainable development and major parks committee on the city's strategy to reduce plastic (June 14, 2018);
- announcement of the forum on solutions for plastic packaging during the G7 ministerial meeting of Canada's environment, oceans and energy ministers held in Halifax on September 22, 2018, in connection with the objectives of the *Ocean Plastics Charter* adopted by Canada, France, the European Union and three other G7 members in June 2018.

SUMMARY OF FINANCIAL STATEMENTS FOR THE FISCAL YEAR ENDED DECEMBER 31, 2018

INDEPENDENT AUDITOR'S REPORT

To the Members of
Éco Entreprises Québec

Opinion

The summary financial statements, which comprise the summary balance sheet as at December 31, 2018, the summary statement of operations for the year then ended and related notes, are derived from the audited financial statements of Éco Entreprises Québec for the year ended December 31, 2018.

In our opinion, the financial statements herein constitute a fair summarization of the audited financial statements on the basis described in the note to the summary financial statements.

Summary financial statements

The summary financial statements do not contain all the disclosures required by the Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements and auditor's report, therefore, is not a substitute for reading the audited financial statements and auditor's report of Éco Entreprises Québec.

Audited financial statements and our report on these statements

We expressed an unmodified audit opinion on the financial statements in our reported dated March 15, 2019.

Management's responsibility for the summary financial statements

Management is responsible for the preparation of the summary of the audited financial statements on the basis described in the note to the summary financial statements.

Auditor's responsibility for the summary financial statements

Our responsibility is to express an opinion on the summary financial statements based on procedures, which were conducted in accordance with Canadian Accounting Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

BDO Canada s.r.l./S.E.N.C.R.L./LLP¹

Montréal (Québec)
March 16, 2019

¹ CPA auditor, CA, public accountancy permit no. A113666.

SUMMARY OF FINANCIAL STATEMENTS FOR THE FISCAL YEAR ENDED DECEMBER 31, 2018

SUMMARY BALANCE SHEET (IN THOUSANDS OF DOLLARS)		
	2018	2017
ASSETS		
Total current assets	\$156,737	\$180,608
Total long-term assets	823	330
Total assets	\$57,560	\$180,938
LIABILITIES AND NET ASSETS		
Total current liabilities	\$116,025	\$143,225
Total long-term liabilities	154	31
Total liabilities	116,179	143,256
Total net assets	41,381	37,682
	\$157,560	\$180,938

SUMMARY STATEMENT OF OPERATIONS (IN THOUSANDS OF DOLLARS)		
	2018	2017
Revenue	\$148,793	\$153,838
Expenses		
Cost relating to the compensation plan	136,764	137,215
Administration costs	5,142	4,456
Schedule development and curbside recycling optimization	3,188	7,772
	145,094	149,443
Excess of revenue over expenses for the year	\$3,699	\$4,395

NOTE TO THE SUMMARY OF FINANCIAL STATEMENTS

1. BASIS OF ACCOUNTING AND SUMMARIZATION

The summary financial statements were prepared by management to be integrated into the organization's annual report and were derived from the audited financial statements for the year ended December 31, 2018.

ÉEQ MEMBERS

COMPANIES AND ORGANIZATIONS MEMBERS* OF ÉCO ENTREPRISES QUÉBEC ON MARCH 15, 2019.

105766 Canada inc., Mega Watt Hydro 145047 Canada Ltée 149667 Canada inc., pour le compte de Centre Hi-Fi 167395 Canada inc. 1801794 Ontario inc. 2421-0072 Québec inc. 2639-1862 Québec inc. 2970-7528 Québec inc. 3096-7087 Québec inc. 3834310 Canada inc. 3855155 Canada inc. (Supermarché P. A.) 3M Canada 4217748 Canada inc. 7348550 Canada inc. (Supermarché P. A.) 8077657 Canada inc. 8268533 Canada inc. 9002-2120 Québec inc. 9015-4931 Québec inc. 9023-1952 Québec inc. 9045-7631 Québec inc. 9055-7588 Québec inc. 9071-7851 Québec inc. 9090-7627 Québec inc. 9095-6236 Québec inc. (Franchises Amir) 9098-8585 Québec inc. 9138-1616 Québec inc. 9192-7442 Québec inc. 9207-5308 Québec inc. (William Spartivento) 9217-5231 Québec inc. 9252-9064 Québec inc. 9307-2809 Québec inc. 9941762 Canada inc. A & W food services of Canada inc. A Belisle et fils SENC A. Lassonde inc. A. Setlakwe ltée A.E. McKenzie Co ULC Abbaye Saint-Benoit Abbott Laboratories, Limited Acces Floral inc. Ace Canada Acema Importations inc. Acer America Corporation ACH Food Companies inc. Adidas Canada limited AEF Global inc. Aéroports de Montréal AFA Forest Products inc. AGF Management Agrilait, Coopérative agricole Agropur coopérative Air Canada Air Canada Vacations Alaska Foods inc. Alcon Canada inc. Aliments Altra Distributeurs inc. Aliments Fondue paysanne inc. (Les) Aliments Krinos Foods ltée Aliments Krispy Kernels inc.	Aliments la Bourgeoise inc. Aliments Leika inc. (Les) Aliments Nutrisoya inc. Aliments Pasta Romana inc. Aliments Putters inc. Aliments Trans Gras inc. (Les) Aliments Ultima inc. Alliance des moniteurs de ski du Canada Allstate Insurance Company of Canada Altex inc. Alu-Rex inc. Amaro inc. Am-Cam Électroménagers inc. Amex Bank of Canada AMSAL inc. Amway Canada Corporation Amylitho inc. ANB Canada inc. Anderson Watts Ltd. ANIDIS Antirouille Métropolitain Apotex inc. Apple Canada Arctic Glacier inc. Aritzia Armstrong World Industries, inc. Arrow Games inc. Ashton Casse-Croûte inc. Association de villégiature de la station Mont-Tremblant Association maritime du Québec Association pulmonaire du Québec Association québécoise des pharmaciens propriétaires Association touristique de Manicouagan Association touristique des Laurentides Association touristique régionale de Duplessis Association touristique régionale de la Gaspésie Association touristique régionale Saguenay-Lac-Saint-Jean AstraZeneca Canada inc. Atis Portes et fenêtres Corp. Aubaine du tapis Saucier inc. Aurora Importing & Distributing Limited Atruche Avery Products Canada (div. of CCL Industries inc.) Avmor Ltd. Avril Supermarché santé Bag to Earth inc. / Sac au sol inc. Bain Depot inc. Bank of Montreal Banque Nationale du Canada Banque Tangerine Bar Imex Int'l inc. Barreau du Québec Bayard Presse Canada inc. Bayer inc.	Bazz inc. BeaverTails Canada inc. Beiersdorf Canada inc. Bel-Gaufre inc. Bell Canada Bell Canada - Administration Bell Canada - Bell Residential Bell Canada - Marketing et communications Bento Nouveau Ltd. Best Buy Canada Ltd. Bio Biscuit inc. Bio-K Plus International inc. Biscuits Leclerc ltée Bissell Canada Corporation Black and Decker Canada inc. Blistex Corporation BMW Group Canada Boiron Canada inc. Bombardier Produits récréatifs Bonduelle Amérique du Nord inc. Bonté Distribution inc. Boshart Industries inc. Bostik Canada Ltd. Boston Pizza International inc. Botanix inc. Bouclair Boulangerie Arouch Boulangerie Auger (1991) inc. Boulangerie Georges inc. Boulangerie Grant's Bakery inc. Boulangerie Lanthier ltée Boulangerie Normétal inc. Boulangerie St-Méthode inc. Boulangerie Vachon inc. Boulangeries Canada Bread, Limitée Boulart inc. Boutique Colori inc. Boutique La Vie en Rose inc. Brands Unlimited inc. Brasseurs du nord inc. (Les) Brevuages Radnor ltée Breville Canada S.E.C Bridor inc. Brossard Frères inc. Brown Shoes inc. BSH Home Appliances Ltd. Bulk Barn Foods Limited Burger King Canada Services ULC Burgham Sales Ltd. Burnbrae Farms Limited C. B. Powell Ltd. CAA-Québec Cadillac Fairview Café Barista inc. Café Morgane inc. Caisse de dépôt et placement du Québec Caleres Canada inc. Campbell Company of Canada Cams 2016 inc. Canac-Marquis Grenier ltée Canada Dry Motts inc. Canadian Home Publishers	Canadian National Sportsmen's Shows (1989) Ltd. Canadian Tire Corporation Limited Canarm Ltd. Canaropa (1954) inc. Candorvision (a division of Candorpharm inc.) Canon Canada inc. Capespan North America inc. Capital One Bank (Canada Branch) Cardinal Meat Specialists Limited CARIBE SOL Carlton Cards Ltd. Caron & Guay inc. Casa Cubana/Spike Marks inc. Cascades Groupe Tissu, une division de Cascades Canada inc. Cascades Inopak, une division de Cascades Canada inc. Casio Canada Ltd. Cavendish Farms CDMV inc. Centre de distribution Beto-Bloc Centre de distribution électrique ltée. Centres dentaires Lapointe Centura Brands inc. Ceramique ItalNord Certainteed Gypsum Canada inc. CGC inc. Chalut/Beauty Systems Group (Canada), inc. Champag inc. Chandelles Tradition MB inc. Chapman's Ice Cream Charbon de bois Feuille d'érable inc. Chaussures Bo-Pied inc. Chaussures M&M inc. Chenail fruits et légumes inc. Chez Louis Poulet et Pizza inc. Chidaca International inc. Chocolat Arvais inc. Chocolat Perfection inc. Cholesterol Plus inc. Church & Dwight Canada corp. CIBC Cidrerie Michel Jodoin Cine Maison royale Clarins Canada Clef des champs inc. Clover Leaf Seafoods L.P. Club Tissus Cogeco Connexion inc. Colabor S.E.C. Colgate Palmolive Canada inc. Collège d'Anjou Collège de Lévis Collège des Médecins du Québec Collège Jean-Eudes Collège Letendre Collège Notre-Dame-de-Lourdes Collège Stanislas inc. Collège St-Jean-Vianney Colonial Elegance inc. Columbia Sportswear Canada
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* Companies and organizations that have paid all required contributions under the 2018 Schedule of Contributions are considered members.

Comité de gestion de la taxe scolaire de l'île de Montréal
Commission de la construction du Québec
Commission scolaire de Charlevoix
Commission scolaire de la Beauce-Etchemin
Commission scolaire de la capitale
Commission scolaire de la Côte-du-Sud
Commission scolaire de la Pointe-de-l'Île
Commission scolaire de la Région-de-Sherbrooke
Commission scolaire de la Riveraine
Commission scolaire De La Seigneurie-des-Mille-Îles
Commission scolaire de l'Énergie
Commission scolaire de l'Or-et-des-Bois
Commission scolaire des Découvreurs
Commission scolaire des Grandes-Seigneuries
Commission scolaire des Hauts-Cantons
Commission scolaire des Laurentides
Commission scolaire des Navigateurs
Commission scolaire des Phares
Commission scolaire des Premières-Seigneuries
Commission scolaire des Trois-Lacs
Commission scolaire du Lac-St-Jean
Commission scolaire du Val-des-Cerfs
Commission scolaire Marguerite-Bourgeoys
Commission scolaire Sir-Wilfrid-Laurier
Communications Camping Caravanning
Compagnie d'assurance-vie Croix Bleue du Canada
Compagnie d'embouteillage Coca-Cola Canada Limitée
Compass Minerals Canada Corp.
ConAgra Foods Canada inc.
Concession A25
Concordia University
Condor Chimiques inc.
Confédération des syndicats nationaux
Confiserie Mondoux inc.
Confiseries Régal inc.
Conglom inc.
Construction Voyer inc.
Continental Building Products Canada inc.
Convatec Canada Ltd.
Coopérative agricole régionale Parisville
Coopérative d'Alentour
Coopérative horticole Groupex
Corporation AbbVie
Corporation d'aliments Catelli
Corporation financière Mackenzie
Corporation Genacol Canada inc.
Costco Wholesale Canada Ltd.
Côté-Réco inc.
Couche-Tard inc.

Counseltron Ltd.
Courchesne Larose Itée.
Crestar Ltd.
Croisières AML inc.
CTG Brands inc.
Curateur public du Québec
Cycles Lambert inc.
Dairy Queen Canada inc.
Daki Itée
Danby Products Ltd.
Danesco inc.
Danone inc.
Dare Foods Limited
David's Tea inc.
De portes en portes inc.
Déco surfaces Canada inc.
Décors de maison Commonwealth
Derco horticulture inc.
Dermtek pharmaceutique Itée
Design Creative International C.D.I. inc.
Disticor Direct
Distinctive Appliances inc.
Distributel
Distributions Agri-Sol inc.
Distributions européennes Canada inc.
Distributions Fillion Marquis International Ltée
Distributions Olive & Olives inc.
DK Company
Dole Foods of Canada Ltd.
Dollarama L.P.
DOM International Limited
Domaine du ski Mont-Bruno inc.
Domino's Pizza of Canada Ltd.
Domtar inc.
Dorfin distribution inc.
Dr. Oetker Canada Ltd.
Drain-Vac International 2006 inc.
Duchesnay
Duchesne et Fils Itée
Dunn's Famous International Holdings inc.
Dura housewares inc.
Dural, a division of Multibond inc.
Dynamic Paint Products inc.
Dyson Canada Limited
E.D. Smith Foods Ltd.
Eaton Yale Company
Eco depot de carreaux ceramique 440 inc.
École de technologie supérieure
École nationale de police du Québec
Edgewell Personal Care Canada ULC
Eglo Canada inc.
El Ran Furniture Ltd.
Electrolux Canada Corp.
Eli Lilly Canada inc.
El-Ma-Mia inc.
Emballages Marcan inc.
EMD Canada inc.
Emerson Electric Canada Limited
Énergir
Entrepôts Fruigor inc. (Les)
Entreprise Dominion Blueline inc.
Entreprises Sea Monster inc. (Les), une division de Diffusion Aquasport
Envirogard Products Limited
Essex Continental Distributors inc.

Essity Canada inc.
Ested Industries inc. (Edco Electronics)
Estée Lauder Cosmetics Ltd.
Exceldor Coopérative
Expertours inc.
Experts Verts inc.
Export Packers Company Limited
F. Ménard inc.
Fabricville Company inc.
Fairstone Financial inc.
Familiprix
Fantis Foods Canada LTD
FCA Canada inc.
Federal-Mogul Canada Ltd.
Fédération des caisses Desjardins
Fédération des médecins omnipraticiens du Québec
Fédération québécoise de camping et de caravanning inc.
Fellowes Canada Ltd.
Fenplast inc.
Ferme des Voltigeurs inc.
Ferme François Gosselin
Ferme Onésime Pouliot inc.
Ferme Régil inc.
Fermes Trudeau inc.
Ferrero Canada Ltd./Itée
Ferring inc.
Festival Fantasia
Fèves au lard l'Héritage Itée
Fonds de placement immobilier Cominar
Fonds de solidarité FTQ
Fonora Textile inc.
Fontaine santé Foods inc.
Foot Locker Canada Corp.
Ford Motor Company of Canada
Fou du cochon et Scie
Fournitures de bureau Denis inc.
FraiseBec inc.
Fraisière Faucher inc.
Fraisière Lemelin
Fraisière Rou Gi et Fils inc.
François et Lise Méthot inc.
Frank & Oak
Franklin Templeton Investments Corp.
Freud Canada, inc.
Frito-Lay Canada, une division de Pepsi-Cola Canada Itée
Fromagerie Ancêtre inc.
Fromagerie Bel Canada
Fromagerie Bergeron inc.
Fromagerie Gilbert
Fromages La Chaudière inc.
Fruit of the Loom Canada inc.
Fruits & Passion Boutiques inc.
Fruits et légumes Gaétan Bono inc.
Fujifilm Canada inc.
Fumoir Grizzly inc.
Gap (Canada) inc.
Garant GP
Gaston Charbonneau Floral Itée
Gastronomia Aliments Fins inc.
Gates Canada inc.
Gaudet Sweet Goods inc.
GB Micro Electronics
GE Lighting
General Mills Canada Corporation
General Motors of Canada
Genfoot inc.

Genima inc.
Gentec International
Germain Larivière (1970) Itée
Gestion de Marques EI inc.
Gestion Férique
Gestion Universitas inc.
Gestion Yuzu inc.
Giant Tiger Stores Limited
Give and Go Prepared Foods Corp.
Glaxosmithkline
Glaxosmithkline Consumer Healthcare
Global M.J.L. Ltée
Global Upholstery Co. inc.
Godiva Chocolatier
Goedike Canada inc.
Goodfood Market Corp.
Google Canada Corporation
Gosselin Photo Vidéo inc.
Granules LG inc.
Graymont (Qc) inc.
Groupe Accés électronique inc.
Groupe Adonis inc.
Groupe Bergeron-Thibault
Groupe Birks inc.
Groupe Cam-J inc.
Groupe Cantrex Nationwide inc.
Groupe d'achat M.P. inc.
Groupe d'alimentation MTY inc.
Groupe de course Octane inc.
Groupe Dutailier inc.
Groupe Dynaco, coopérative agroalimentaire
Groupe ERA inc.
Groupe financier AGA
Groupe Gagnon Frères inc.
Groupe Intersand Canada inc. (le)
Groupe JNC 1944 inc. (L'Aubainerie)
Groupe Lemercier inc.
Groupe Lou-Tec inc.
Groupe Marcelle
Groupe Opex inc. (Ashley Furniture HomeStore)
Groupe Park Avenue inc.
Groupe Party Expert
Groupe Phoenicia inc.
Groupe Promutuel, Fédération de sociétés mutuelles d'assurance générale
Groupe Restaurants Imvescor inc.
Groupe Rossignol Canada inc.
Groupe Seb Canada
Groupe Sima inc.
Groupe Son X Plus inc.
Groupe Sportscene inc.
Groupe tabac Scandinave Canada
Groupe Tecnic 2000 inc.
Groupe Valentine
Groupe Voyages Québec inc.
Groupe Yellow inc.
Guess? Canada Corporation
Guides de voyage Ulysse inc.
H.A. Kidd and Company Limited
H.R.S. Global, a division of 9266-1677 Quebec inc.
Hain Celestial Canada
Hallmark Canada
Hamilton Beach Brands Canada inc.
Harry Rosen inc.
Hasbro Canada Corporation
Helen of Troy
Héma-Québec

Henkel Consumer Adhesives
Henry Canada inc.
Herbalife of Canada Ltd.
Hershey Canada inc.
Hibbert International inc.
Hoffmann-La Roche Limited
Home Depot Canada
Home Hardware Stores Limited
Honda Canada inc.
HP Canada Co
HSBC Bank Canada
Hubbell Canada LP
Hudson's Bay Company (HBC)
Humania Assurance inc.
Hydro-Québec distribution
Hydroserre inc.
I-D Foods Corporation
Idelle Labs
IKEA Supply AG
Immanence intégrale Dermo correction inc.
Importations Géocan inc. (Les)
Indigo Books & Music
Industrie gastronomique Cascajares
Industrielle Alliance, assurance et services financiers inc.
Industries de conduits tubulaires du Canada ltée
Industries P.W.I. inc.
Ingram Micro inc.
Innovative Technology
Institut de tourisme et d'hôtellerie du Québec
Intact compagnie d'assurance
Inter-campus marketing inc.
Intervet Canada Corp.
Invesco Trimark ltée
Investors Group
Iplex Electrical inc.
Iplex inc.
ITW Permatex Canada
J. Sonic services inc.
J.L. Freeman S.E.C.
Jamieson Laboratories
Jan K. Overweel Limited
Janes Family Foods-Sofina Foods inc.
Jardel Distributors inc.
JB Laverdure inc.
Jean H. Henlé inc.
Jean-Paul Fortin (1997) Ibc
John Deere Canada ULC
Johnson & Johnson VisionCare, inc.
Johnson Level and Tools inc.
Johnvince Foods
Journal La haute Côte-Nord inc.
Journal Le Charlevoisien inc.
Journal Le Nord-Côtier inc.
Jovi Sport inc.
JTI-Macdonald Corp.
JTI-Macdonald TM Corp.
Julien Beaudoin ltée
K+S Sel Windsor ltée
Kao Canada inc.
Kaycan Ltd.
Keen Canada Outdoor inc.
Kelllogg Canada
Kernels Popcorn Limited
Keurig Canada inc.
Kidde Canada
Kimberly-Clark inc.
Kimpex inc.
King Packaged Materials Company

Kleen-Flo Tumbler Industries Ltd.
Knape & Vogt Canada inc.
Kohl & Frisch Limited
Kosmic Distribution
Kraft Heinz Canada ULC
L. Di Lallo et fils inc.
La cie McCormick Canada co.
La Clef de sol inc.
La Compagnie 2 Ameriks inc.
La Compagnie d'assurance Belair inc.
La Compagnie Montréal Chop Suey ltée.
La Compagnie Regitan ltée
La Coop fédérée
La Corporation internationale masonite
La Crevette du Nord Atlantique inc.
La Financière agricole du Québec
La Fourmi bionique inc.
La Fraisonnée inc.
La Fromagerie Victoria inc.
La Glace Frontenac Rive Sud ltée
La Maison AMI-CO (1981) inc.
La Maison Crowin inc.
La Maison Lavande inc.
La Maison Orphée inc.
La Margna inc.
La Petite Bretonne (distribution) inc.
La Petite Grange (Laurent Meury inc.)
La Société canadienne le la Croix Rouge
La Soyarie inc.
La Trappe à fromage
La Villa du ravioli inc.
Laboratoire Atlas inc.
Laboratoire Larima
Laboratoires Abbott
Labrador Laurentienne inc.
Laiterie de Coaticook ltée
Laiterie de La Baie ltée
Laiterie de l'Outaouais
Laiterie des Trois Vallées inc.
Lampe Berger Canada inc.
Laura Secord (4542410 Canada inc.)
Lauzon Bois énergétique recyclé inc.
Lavo inc.
Le Canard goulu inc.
Le Château inc.
Le Club Piscine Plus Québec (C.P.P.Q.) inc.
Le Creuset Canada inc.
Le Directeur général des élections du Québec
Le Groupe alimentaire nordique inc.
Le Groupe Innovak
Le Groupe Jean Coutu (PJC) inc.
Le Groupe Legerlite inc.
Le Groupe Vertdure inc.
Le Jean Bleu inc.
Le Monde du ravioli inc.
Le Potager Riendeau inc.
Le Salon international de l'auto de Montréal ltée
Le Verger Lamarche inc.
Le Vignoble le Cep d'argent inc.
Lego Canada inc.
Lenbrook
Lenovo
LEO Pharma inc.
Leon's Furniture Limited

Les Aliments Bégin inc.
Les Aliments Bercy inc.
Les Aliments CDS inc.
Les Aliments Dainty Foods
Les Aliments Mejjicano +
Les Aliments Olympus (Canada)
Les Aliments O'Sole Mio inc.
Les Aliments Parador inc.
Les Aliments Pearlmark Foods inc.
Les Aliments Roma ltée
Les Bijouteries Doucet 1993 inc.
Les Brasseries Sleeman ltée
Les Brasseurs GMT inc.
Les Chocolats Favoris inc.
Les Développements Angelcare inc.
Les Distributions Yvan Nadeau inc.
Les Eaux Naya
Les Éditions du Boréal
Les Entreprises Leznoff 2011 inc.
Les Entreprises Vivre en forme inc.
Les Fermes du Soleil inc.
Les Fermes Leclair et frères ltée
Les Fermes Lefort
Les Fermes Lufa
Les Fraises de l'Île d'Orléans inc.
Les Franchises Dic Ann's ltée
Les Hôtels Villegia
Les Industries Bernard & Fils ltée
Les Industries Iverco inc.
Les Industries Jessar
Les Jardins Paul Cousineau & Fils inc.
Les Laboratoires Suisse (1995) inc.
Les Magasins CPC inc.
Les Magasins Korvette ltée
Les Marques Kin inc.
Les Marques Nuway inc.
Les Matelas SSH Canada
Les Matériaux de construction Oldcastle Canada inc.
Les Meubles Marchand inc.
Les Mousses de l'Estrie inc.
Les Oeufs Ovale S.E.C.
Les Oeufs Richard Eggs inc.
Les Pâtes de l'Île inc.
Les Plantes d'intérieur Veronneau inc.
Les Portes Decko inc.
Les Producteurs laitiers du Canada
Les Productions Margiric inc.
Les Produits alimentaires Bouchard inc.
Les produits de soins pour la peau au lait de chèvre Canus inc.
Les Produits Valfei inc.
Les Promotions Atlantiques inc.
Les Publications Charron & Cie inc.
Les Publications Groupe TVA-Hearst inc.
Les Recettes Cook It inc.
Les Rôtisseries Benny
Les Rôtisseries St-Hubert ltée
Les Serres Arundel S.E.N.C.
Les Serres Sagami inc.
Les Sols R. Isabelle inc.
Les Sommets de la Vallée inc.
Les Sources Saint-Élie inc.
Les Spécialités Prodal (1975) ltée
Les Tourbières Berger ltée
Les Tricots Duval & Raymond ltée
Les Vergers Leahy inc.
Les Vergers Pedneault
Les Vergers Petit et Fils (9146-2275 Québec inc.)

Les Vêtements Perlimpinpin inc.
Les Viandes biologiques de Charlevoix inc.
Les Viandes Walcovit inc.
Lesters Foods Ltd.
Levi Strauss & Co. (Canada) inc.
LG Electronics Canada inc.
Life Science Nutritionals inc.
Lifescan Canada Ltd.
L'Image Home Products
Lindt & Sprungli (Canada) inc.
Little Caesar of Canada inc.
Loblaws inc.
L'Oréal Canada inc.
LoyaltyOne, Co
LSI Entreprises Canada ULC
Lululemon Athletica canada inc.
Lumen, une division de Sonepar Canada inc.
L'Union des producteurs agricoles - Publications
M&M Meat Shops Ltd.
M/2 Boutiques inc.
MAAX Bath inc.
Mademoiselle Ellégance inc.
Magasins Lecompte inc.
Magtar Sales inc.
Maheu & Maheu inc.
Maibec inc.
Maison Chaleur et confort inc.
Maison de la pomme de Frelighsburg inc.
Maison des futailles S.E.C.
Maison du gibier inc. (la)
Maison Russet inc.
Maître Saladier inc.
Mansfield Medical Distributors Ltd.
Manteaux Manteaux
Mapei inc.
Maple Leaf Foods
Maple Lodge Farms Ltd.
Marc Anthony Cosmetics Ltd.
Mars Canada inc.
Mary Kay Cosmetics Ltd.
Masco Canada limited
Matelas Bonheur
Matériaux laurentiens inc.
Mazda Canada inc.
McCain Foods Canada
McCaughy Consumer Products Management, inc.
McDonald's Restaurants of Canada Limited
Mega Group inc.
Megalak Finition inc.
Meilleures marques ltée
Melitta Canada inc.
Menu-mer ltée
Mercedes-Benz Canada inc.
Mercier Wood Flooring inc.
Merck Canada inc.
Messageries Dynamiques
Metro Richelieu inc.
Meubles BDM+ inc. / Groupe Bermex inc.
Meubles Branchaud inc.
Meubles Concordia ltée
Meubles Domon ltée
Meubles Jaymar Corp.
Meubles JC Perreault inc.
Michael Rossy ltée
Michaels Stores inc.
Microbrasserie Dieu du ciel inc.

Midlon Foods inc.
 Miel Labonté inc.
 Ministère de la Famille
 Ministère de la Santé et des Services sociaux
 Ministère de l'Emploi et de la Solidarité sociale
 Ministère de l'Énergie et des Ressources naturelles
 Ministère des Finances
 Ministère des Forêts, de la Faune et des Parcs
 Missfresh inc.
 Mitsubishi Motor Sales of Canada inc.
 Mode Choc Alma Itée
 Moen inc.
 Molinaro's Fine Italian Foods Ltd
 Molson Canada 2005
 Mondor Itée
 Moniteurs Angelcare inc.
 Mon-Tex Mills Ltd.
 Mont-Original, Coopérative de solidarité
 Montour Itée
 Moroccanoil Canada inc.
 Morris National inc.
 Mountain Equipment Co-op
 MTD Products limited
 Multi-Portions inc.
 Musée national des beaux-arts du Québec
 Musique Select inc.
 National Importers Canada Ltee
 National Smokeless Tobacco Company Ltd.
 Nature 3M inc.
 Nature's Path Foods inc.
 Nature's Sunshine Products
 Naturpac
 Natursource inc.
 Nautilus Plus inc.
 Nemcor inc.
 Nespresso Canada
 Nestle Canada inc.
 Nestle Purina Petcare
 Nestle Waters Canada
 Newell Rubbermaid inc.
 NII Northern International inc.
 Nike Canada Corp
 Nikol Poulin inc.
 Nivel inc.
 Nouvelle autoroute 30, s.e.n.c.
 Novalab inc.
 Novali Gourmet inc.
 Novartis Pharmaceuticals Canada inc.
 Novo Nordisk Canada inc.
 Nutricia
 Nutrinor - Secteur lait et eau
 Nutri-Oeuf inc.
 Objectif monde
 Ocean Spray International inc.
 Odan Laboratories Ltd.
 Old Dutch Foods Ltd.
 Old Navy (Canada) inc.
 Olymel S.E.C.
 Omer Deserres inc.
 Opto-Plus inc.
 Ordre des CPA du Québec
 Ordre des dentistes du Québec
 Ordre des ergothérapeutes du Québec
 Ordre des infirmières et infirmiers du Québec
 Ordre des ingénieurs du Québec
 Ordre des psychoéducateurs et psychoéducatrices du Québec
 Ordre des psychologues du Québec
 Ordre des technologues en imagerie médicale, en radio-oncologie et en électrophysiologie médicale du Québec
 Ordre professionnel des technologues médicaux du Québec
 Osram Ltd./Osram ltee
 Outils A. Richard Co.
 Ovation médias inc.
 P. K. Douglass inc.
 Pajar production Itée
 Paladin Labs inc.
 Palason billard inc.
 Panasonic Canada inc.
 Paris Glove of Canada Ltd.
 Parmalat Canada inc.
 Pastene inc.
 Pâtisserie Le Fraisier inc.
 Paysanne Gelato
 Pébéo inc.
 Pepsi Bottling Group Canada
 Pepsi-QTG
 Perrin inc.
 PH Canada Company
 Pharmacies Grégoire Arakelian
 Pierre Belvédère inc.
 Planchers Groleau inc.
 Plastique DCN inc.
 PLB International inc.
 Poissonneries Odessa inc.
 Polyculture Plante 1987 inc.
 Polyethics Industries inc.
 PPG Revêtements Architecturaux Canada inc.
 Pratico-Pratiques inc.
 Premier Québec inc.
 Premier Tech Home & Garden inc.
 Primerica Financial Services (Canada) Ltd.
 Pro Circuit High Tech Nutrition inc.
 Pro-Amino International inc.
 Procter & Gamble inc.
 Produits alimentaires Sager inc.
 Produits alimentaires Viau inc.
 Produits Clair de lune inc.
 Produits de plancher Finitec inc.
 Produits Kruger S.E.C.
 Produits pour animaux Yamas inc.
 Produits Shell Canada
 Produits Zinda Canada inc.
 Pronature inc.
 Protégez-Vous
 PTI Cables inc.
 Publications BLD inc.
 Puresource inc.
 Purity Life Health Products
 PVH Canada inc.
 Quickie Convenience Stores Corp.
 Quincaillerie Richelieu Itée
 Rapid Snack inc.
 Reader's Digest Canada
 Recipe Unlimited Corporation
 Reckitt Benckiser (Canada) inc.
 Recochem inc.
 Red Bull Canada Ltd.
 Redpath Sugar Ltd.
 Refresco Canada inc.
 Régie des installations olympiques
 Reinhart Foods Ltd.
 Reitmans (Canada) Limited
 Reliable Parts Ltd.
 Rembourrage RE-NO
 Réseau de transport métropolitain
 Retraite Québec
 Revenu Québec
 Revlon Canada inc.
 Riobel inc.
 Roadrunner Apparel inc.
 Robert Bosch inc.
 Roche Soins du diabète, division de Hoffmann - La Roche Limitée
 Rogers Media inc.
 Roland Boulanger & Cie Itée
 Rona inc.
 Rothmans, Benson & Hedges inc.
 Royal Institution for the Advancement of Learning
 Royer inc. (l.p.)
 Ruchers Promiel inc. (Les)
 Running Room Canada inc.
 S. Boudrias inc.
 S.D. Variations inc.
 Saladexpress inc.
 Salle André-Mathieu
 Salton Canada
 Samsung Electronics Canada inc.
 Sanofi Consumer Health / Sanofi santé grand public
 Sanofi-Aventis Canada inc.
 Santa Maria-Sofina Foods inc.
 Santé naturelle A.G. Itée
 Saputo Dairy Products Canada G.P.
 Sardo Foods
 Satau inc.
 Schluter Systems (Canada) inc.
 Scotts Canada Ltd.
 Sealy Canada Itée
 Secrétariat d'État des Chevaliers de Colomb du Québec
 Sel Warwick inc.
 Sennheiser (Canada) inc.
 Sephora Canada
 Serdy Média inc.
 Serres Toundra
 Serres Yargeau inc.
 Service alimentaire Desco inc.
 Shafer-Haggart Ltd.
 Shaklee Canada inc.
 Sharp Electronics of Canada Ltd.
 Shaw Satellite G.P.
 Shiseido (Canada) inc.
 Shopper+inc.
 Shop-Vac Canada Ltd.
 ShurTech Brands, LLC
 SIGVARIS Corp
 Simons inc.
 Skechers USA Canada inc.
 SML Canada Acquisition corp
 Smucker Foods of Canada co.
 Snap-on Tools of Canada
 Sobey's Québec
 Société d'assurance générale Northbridge
 Société de développement culturel de Terrebonne
 Société de transport de Laval
 Société de transport de l'Outaouais
 Société de transport de Montréal
 Société de transport de Sherbrooke
 Société des alcools du Québec
 Société des attractions touristiques du Québec
 Société des fêtes et festivals du Québec
 Société des traversiers du Québec
 Société du Musée d'archéologie et d'histoire de Montréal
 Société MC commercial inc.
 Société Parc auto du Québec
 Société Place des arts de Montréal
 Société pour la promotion d'événements culturels du Haut-Richelieu inc.
 Solutions 2 GO inc.
 Sony Electronics inc.
 Sony Interactive Entertainment Canada
 Sopar Cosmetics inc.
 Southwire Canada Company
 SPCA (canadienne)
 Spécialités Lassonde inc.
 Spécialités MB inc.
 Spectra Premium Industries inc.
 Sport Maska inc.
 Springs Canada inc.
 Staedtler-Mars Limited
 Standard Products inc.
 Starbucks Coffee Company
 Station Mont Tremblant - Intrawest
 Stelpro Design inc.
 Stericycle, ULC
 STIHL Limited
 Stoves Builder International inc.
 Stratos Pizzeria (1992) inc.
 Structube Ltd.
 Subaru Canada inc.
 Sublimes Desserts inc. (Les)
 Subway Franchise Systems of Canada, Ltd.
 Sun Life Assurance Company of Canada
 Sunbeam Corporation Canada Limited
 Suncor Énergie inc.
 Sun-Maid Growers of California
 Suzuki Canada inc.
 Synnex Canada Limited
 Takeda Canada inc.
 Targus Canada Ltd.
 Taro Pharmaceuticals inc.
 Taymor Industries Ltd.
 Tazé Distribution inc.
 TD Bank Financial Group
 Tech-Mix, une division de Bauval inc.
 Technoform Industries Itée
 TÉLUQ (Télé Université)
 TELUS Corporation
 Tender Corporation
 Teva Canada Ltd.
 Texas Instruments inc.
 The Aldo Group inc.
 The Bank of Nova Scotia
 The Brick Warehouse L.P.
 The Business Depot Limited
 The Children's Place (Canada) L.P.
 The Clorox Company of Canada Ltd.
 The Empire Life Insurance Company
 The Genuine Canadian Corp
 The Great-West Life Assurance Company

The Hartz Mountain Corporation
The Hillman Group Canada ULC
The Minute Maid Company
Canada inc.
The North West Company L.P.
The Second Cup Ltd.
The Sherwin Williams Co.
Thermor Ltd.
THINaddictives inc.
Thomas, Large & Singer inc.
Tiffany & Co Canada
Tilley Endurables inc.
Timex Group Canada inc.
Topring inc.
Tour East Holidays Canada inc.
Tourbières Lambert inc.
Tourisme Abitibi-Témiscamingue
Tourisme Cantons-de-l'Est
Tourisme Chaudière-Appalaches
Tourisme Lanaudière inc.
Tourisme Laval
Tourisme Mauricie
Tourisme Montréal
Tourisme Outaouais
Toyota Canada inc.
Toys R Us Canada
Trade Secrets Concord Ltd.

Transat A.T. inc.
Transcontinental Média S.E.N.C.
Tribunal administratif du travail
Turkey Hill Sugarbush Ltd.
TVA Films, membre du Groupe TVA
TVA Publications inc.
Tyco Healthcare Group Canada inc.
U.S. Cotton (Canada) Co.
UAP inc.
Ulextra inc.
UNFI Canada inc.
Uniboard Canada inc.
Unilever Canada
Uniprix inc.
Uni-Sélect inc.
Université de Montréal
Université de Sherbrooke
Université du Québec à Montréal
Urban Barn
Urgel Bourgie
Usana Health Sciences inc.
USP Canada inc.
Vacances Sunwing inc.
Vaillancourt portes et fenêtres
Valener
Value Village Stores
Valvoline Canada

Van de Water-Raymond Ltd./Itée
Vast-auto distribution Itée
Veg Pro International inc.
Veranda Jardin R.P. inc.
Verbatim Americas LLC
Verger du Minot inc.
Verger Hamel distribution inc.
Verger Lacroix
Vergers Paul Jodoin inc.
Vergers St-Paul inc.
Vétoquinol N.-A. inc.
VF Outdoor Canada
Viande Richelieu inc.
Vibac Canada inc.
Vicwest Operating limited
Partnership
Vidéotron Ltée
ViewSonic Corporation
Vignoble de l'Orpailleur inc.
ViiV Healthcare ULC
Vin & Passion inc.
Vincent S. Variété Ltée
Vita Health Products inc.
VTech Telecommunications
Canada Ltd.
W. Ralston Canada inc.
Wahl Canada inc.

Wal-Mart Canada Corp.
WD-40 Products (Canada) Ltd.
Wendy's Restaurants of Canada inc.
Wenger Ltee
Weston Bakeries Ltd.
Whirlpool Canada L.P.
Williams-Sonoma Canada
Winners Merchants
Wismettac Asian food, inc.
Wolf Steel Ltd.
World to World Trading inc.
Wrigley Canada
Yamaha Canada Music Ltd.
Yamaha Motor Canada Ltd.
Yellow Pages Digital & Media
Solutions Limited
YM inc.
Zinetti Food Products Ltd.
Zoetis Canada inc.
Zwilling J.A. Henckels Canada Ltd.



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