



**2017
Annual Report**

CURBSIDE RECYCLING: A DRIVING FORCE OF CIRCULAR ECONOMY

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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 effective and efficient municipal curbside recycling services.

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



A FEW WORDS FROM THE CHAIR OF THE BOARD OF DIRECTORS AND THE PRESIDENT AND CEO

As is our custom, the organization had a year of tangible achievements. Our fields of action remain diverse and, more than ever, our efforts are aligned with our aim to foster the efficiency of Québec's curbside recycling system.

In regard to the compensation plan, a series of measures were implemented to ensure fairness within the system. At the same time, while a number of factors may help optimize costs, there is good reason to believe that our collaborations with municipal organizations contributed to the stabilization we have observed in the past two years.

Our optimization initiatives are beginning to bear fruit. Through collaborations with municipal partners, the adoption of best recycling practices has led to measurable operational and financial gains.

The sorting centres selected to host the experimental pilot projects of the *Innovative Glass Works* plan are now generating glass with an average purity rate of 97 % for the conditioners and recyclers working towards second lives for the material. Our team has been holding many meetings to create networking opportunities and foster the emergence of new and innovative outlets for the materials collected through curbside recycling.

Admittedly, our industry faces major challenges, as evidenced by the outcomes of China's import ban on over 20 materials. However, it is precisely owing to our entrepreneurial spirit that we see recyclables as secondary resources rather than waste and the challenges as opportunities for Québec's recycling industry.

As a result, in October, Éco Entreprises Québec in collaboration with RECYC-QUÉBEC announced its intent to identify and implement solutions to enhance the quality of the output of our sorting centres.

In the past year, we put the final touches on our three-year strategic plan, confirming our intention to pursue our efforts to modernize curbside recycling in Québec.

WE HAVE HUMBLY TAKEN ON A ROLE AS A FACILITATOR AND EVEN AN AGENT OF CHANGE, IN COLLABORATION WITH ALL STAKEHOLDERS IN THE VALUE CHAIN, HELPING TO CONSOLIDATE THE ROLE OF CURBSIDE RECYCLING AS A STRATEGIC ENGINE OF CIRCULAR ECONOMY IN QUÉBEC.

Through the years, ÉEQ has developed leading business intelligence that stems from its quality interactions with various partners and the visits and studies it conducts. We must ensure that the benefits are widely distributed as we achieve the common vision to create a modern curbside recycling system that stands as a leader in North America. Together—contributing companies, business partners and industrial and government partners—we will be able to pursue the system's development for Québec

Many thanks to all of you!



Denis Brisebois
Chair of the Board of Directors



Maryse Vermette
President and Chief Executive Officer



Denis Brisebois
Chair of the Board of Directors



Maryse Vermette
President and Chief Executive Officer

ACTIVITY REPORT

COMPANIES

Within the framework of Québec's compensation plan, the companies that place containers, packaging and printed matter (CP&PM) on the market must bear 100% of the costs of curbside recycling.

While the role of the compensation plan is to develop the annual Schedule of Contributions and ensure that targeted companies pay their fair share, the Company Services team, which is also part of it, provides organizations with a range of tools and has assembled a dedicated team to support them in their obligations.

Equity: our key concern

Broadening the designated materials

Always seeking to ensure equity, ÉEQ chose to study the option to broaden the Schedule of Contributions to all the materials designated under the compensation plan. Indeed, a number of materials were exempt in accordance with our application rules. As part of a rigorous consultation process, a steering committee made up of representatives from sectoral associations was created to look into the topic. Thus, short-life containers and packaging sold as products and printed matter sold as products now fall under the 2018 Schedule of Contributions. These categories include products such as wrapping paper, plastic drinking cups, aluminum plates, calendars and agendas. The process also led to the decision to delay the consideration of containers and packaging generated by business-to-business (B2B) to a later date so as to better document the issue.

Implementing actions to foster the stabilization of municipal net costs to be compensated

The municipal net costs to be compensated have remained stable for a second straight year. Knowing how important the stability and predictability of contributions are to companies, this is excellent news. Among the factors that may influence costs, it is likely that the implementation of best practices by municipal organizations following initiatives such as the Best Practices initiative for curbside recycling is beginning to yield results.

Ensuring a rigorous follow up on reports

First and foremost, we are focused on the equitable application of the rules by assessing the reports that are filed to ensure they are complete and compliant and by implementing measures to verify that all targeted companies fulfill their obligations.

A more user-friendly website for contributing companies

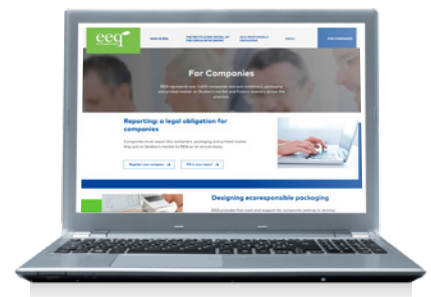
With an avowed goal to provide a more user-friendly experience for contributing companies and, by the same token, facilitate the search for content during the reporting period, ÉEQ revamped its website and newsletter. Presented in a more modern style and providing mobile access through the new ÉEQ.ca address, the site now makes it simpler to understand the details related to the legal obligation to contribute to the funding of curbside recycling. With a view to continuous improvement and to make the information even better adapted to the specific needs of companies, ÉEQ's Communications and Company Services teams have planned a number of projects in 2018.

**3,400 CONTRIBUTING
COMPANIES THAT PROVIDE NEARLY
\$150M
ANNUALLY TO FINANCE
QUÉBEC'S CURBSIDE RECYCLING
SYSTEM, INCLUDING THE
OPTIMIZATION ACTIVITIES
CARRIED OUT BY ÉEQ.**

82%
**OF COMPANIES WILL PAY LESS
IN CONTRIBUTIONS IN 2018.**



**NO
INCREASE**
**FOR LOW-VOLUME PRODUCERS
OF CONTAINERS, PACKAGING AND
PRINTED MATTER.**



ACTIVITY REPORT

COMPANIES (CONT'D)

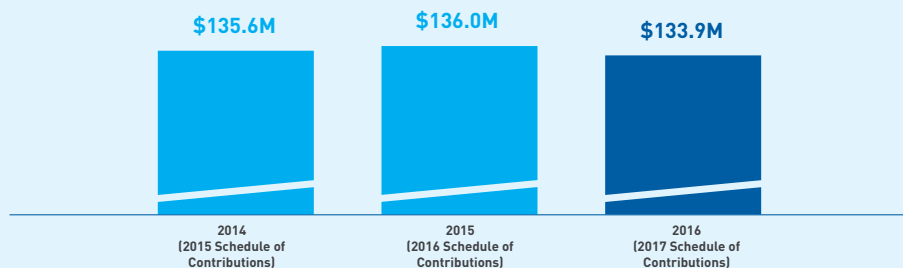
Rate structure to reflect the performances of the materials

The contributions paid by companies consider several factors, such as the nature of the materials they generate. However, not all materials bring about the same costs and the same impacts in the curbside recycling system. Certain packaging options made up of different materials present major challenges for conventional sorting equipment. Guided by equity, ÉEQ will allow the contribution table to evolve in order to account for the performance of the materials in the value chain. This ambitious project is one we will lead over a period of at least two years with the participation of associations that represent packaging producers, curbside recycling partners and contributing companies. The planned project phases include the identification of problematic and disruptive materials based on specific criteria, the review of amalgams and, eventually, the introduction of new environmental criteria that foster fee modulation based on material performance in connection with our ecodesign approach.



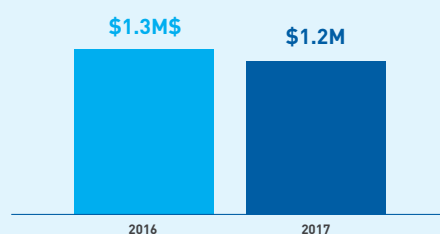
STABILIZATION OF COSTS TO BE COMPENSATED

[Evolution of net costs compensated by contributing companies]



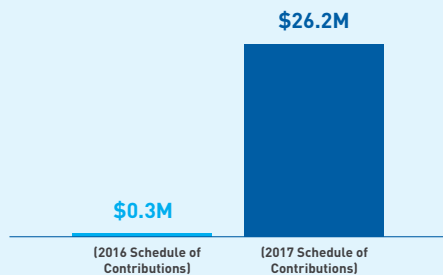
NEW REPORTING COMPANIES – 2016 AND 2017

[New companies and companies that had never reported]



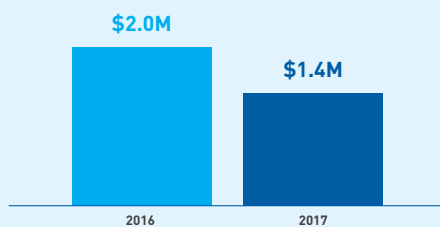
OVERDUE PAYMENTS – 2016 AND 2017

[Overdue amounts paid by contributing companies]



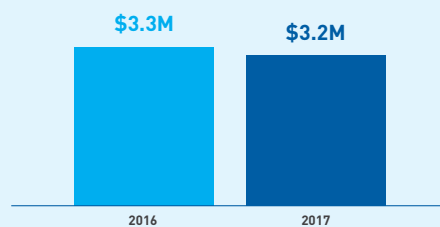
CONTRIBUTIONS RECEIVED FOLLOWING LEGAL PROCEDURES

[Amounts collected following procedures before the courts]



REPORT ASSESSMENT AND AUDITING

[Amounts collected following adjustments to inaccurate reports]



“SEVERAL OF OUR COMPANIES EXPRESSED THEIR APPRECIATION FOR THE EFFORTS WE INVESTED TO FOSTER THE STABILITY OF MUNICIPAL NET COSTS AND RATES.”

- Marie Julie Bégin, vice-president, Compensation Plan

ACTIVITY REPORT

MUNICIPAL ORGANIZATIONS

Municipal organizations are ÉEQ's key partners. Members of a dedicated team meet with waste managers across Québec to lead discussion workshops for municipal organizations on best practices in curbside recycling and provide tailored support and decision-making tools to waste managers.

Best Practices in curbside recycling initiative: workshops across all of Québec

For the past four years, the ÉEQ team has traveled across Québec to host discussion and consultation workshops with municipal curbside recycling managers on topics adapted to the specific issues and realities of each region, including the optimization of tender specifications to increase competition, awareness building among citizens for better recovery and measures to reduce bin contamination and improve the quality of the materials that are recovered. The discussions were expanded based on the municipalities' experiences following similar workshops held since 2014. This year marks a milestone: with the most recent workshops, including those with the Communauté métropolitaine de Montréal, we can now say that we have covered every administrative region in Québec, often more than once!

Objectives of the best practices initiative:

- > Obtain better value for money;
- > Increase recovery rates;
- > Enhance the quality of recovered materials;
- > Deliver better service to citizens.

Personalized telephone support

Municipal waste managers have access to free ad hoc support from our team. For example, they may call upon us for an outside opinion on a call for bids or a project they seek to implement. In 2017, some twenty RCMs and municipalities took advantage of the service.

SOME 20 RCMS AND MUNICIPALITIES BENEFITTED FROM AD HOC SUPPORT SERVICES



Tangible results

Whether by implementing the measures discussed during workshops or following the advice provided by our team as part of the support process, a number of municipalities registered operational and financial efficiency gains with respect to their curbside recycling services.

Here are a few examples:

- > The Pays-d'en-Haut RCM applied the recommendations discussed during workshops and earned annual savings of 24%;
- > Ville de Montréal added performance criteria to the call for tenders for its next sorting centre;
- > By improving the specifications in its invitations to tender, the Vallée-du-Richelieu RCM fostered more competition among bidders and generated annual savings of nearly 25%.



SINCE 2014

38
WORKSHOPS

+500
PARTICIPANTS

20,000 KM
TRAVELED

2017

10

**PARTICIPATIONS IN
MUNICIPAL STAKEHOLDER
EVENTS**

28

**SUPPORT SERVICES
PROVIDED TO 19 MUNICIPAL
ORGANIZATIONS
(SPECIFIC CONSULTATIONS
ON BEST PRACTICES IN CURBSIDE
RECYCLING)**

ACTIVITY REPORT

MUNICIPAL ORGANIZATIONS (CONT'D)

An expert committee and best practices reference tools

Following over 250 hours of discussions with municipal waste managers, our team amassed a substantial amount of very valuable information. For ÉEQ, it was essential to create practical online information sheets for municipal managers. The factsheets were developed by the members of an expert committee made up of a dozen or so professionals in the curbside recycling sector, including municipal managers, collection contractors and consultants. The committee plans to release a dozen information sheets in the series.

Best practices information sheets released to date:

- > Collection days: how the choice of collection days can foster competition and lower contract costs;
- > Details to provide to bidders: the importance of clear and comprehensive call for tenders to open the market and get a fair price.

Much appreciated reference tools and webinars

Each of the information sheets developed by the expert committee was the focus of a webinar by ÉEQ's Services to Municipalities team. With nearly 200 people in attendance, the two webinars met a clear demand.



AVERAGE WEBINAR
SATISFACTION RATE OF
90%

Tri-logique: continuing to raise awareness among citizens

For the third year, ÉEQ was a partner in Tri-logique, a program led by Réseau Environnement. Tri-logique aims to deploy awareness-building teams whose members speak directly with citizens to help them make the right sorting choices at home and at work. In summer 2017, the Réseau Environnement team made 34 visits to public events, festivals, schools and day camps.



Meeting with municipal decision makers where they convene

The many congresses and trade shows are occasions to discuss issues of common interest—including the optimization of municipal collection services, options for municipalities to integrate recycled glass into their infrastructures and Chinese ban on waste imports—with municipal decision makers. ÉEQ actively takes part in these opportunities for dialogue as an exhibitor at shows and a speaker at workshops and in business networking events.

Events attended by the ÉEQ team in 2017:

- > Congrès de l'Association des directeurs généraux des municipalités du Québec;
- > Colloque de l'Association des directeurs généraux des MRC du Québec;
- > Congrès de l'Association des directeurs municipaux du Québec;
- > Salon Quartier d'affaires de l'Union des municipalités du Québec;
- > Congrès de la Fédération québécoise des municipalités;
- > Colloque sur la gestion des matières résiduelles de la Ville de Montréal.



Photo: Cosmos Image

ACTIVITY REPORT

MUNICIPAL ORGANIZATIONS (CONT'D)

Exciting projects in 2018

As the activities of the Best Practices in curbside recycling initiative continue, our team is increasingly called upon to support municipal managers. Often, we are considered as a gateway to take a second look at specific issues that specialized consultants can then take up, if necessary. In 2018, we will put greater emphasis on this service since it meets a real need among our partners and leads to better returns on investments.

ÉEQ entered into a number of collaborative agreements with local and regional municipalities to carry out several projects that are expected to extend into 2018 and 2019, including a service pooling initiative for La Vallée-de-la-Gatineau RCM, a new sorting centre for Ville de Saguenay and a project to optimize collection routes with Ville de Laval. We will also continue to work with sorting centres across Québec to set out solutions in response to the Chinese recyclables ban—a key issue that, we believe, will lead to opportunities to develop new local markets. Indeed, the entire recyclables value chain is invited to play a role in this regard.



“WE HAVE BUILT TRUST RELATIONSHIPS WITH MUNICIPAL MANAGERS. OVER TIME, OUR DISCUSSIONS HAVE LED US TO KNOW AND UNDERSTAND THEIR FIRST-HAND EXPERIENCES. TODAY, THIS IS SOMETHING THAT ALL WASTE MANAGERS CAN BENEFIT FROM.”

- Mathieu Guillemette, director, Services to Municipalities

ACTIVITY REPORT

INNOVATIVE GLASS WORKS PLAN

Still within the context of the optimization of curbside recycling, a significant part of our workforce worked diligently to move forward with the implementation of the first steps of the *Innovative Glass Works* plan. A first in North America, the initiative makes ÉEQ the catalyst for an unprecedented mobilization of the recycling industry to meet the challenge of adding value to glass and ultimately providing the material with a second service life.

A forward-looking project for sorting centres

The first phase of the *Innovative Glass Works* plan is to modernize equipment to enhance the sorting and cleaning of glass in sorting centres and thus provide conditioners and recyclers with high-quality material. ÉEQ invested a total amount of \$5.5M to outfit five sorting centres selected through a call for projects with leading-edge glass processing equipment. The sorting centres were chosen to reflect a range of sizes and geographic factors. The installation of the equipment got underway in spring 2017. Very early on in the process, the average purity rate of the output glass was deemed to be 97%, making the material of great interest to local conditioners and recyclers. None of this would have been possible without the work and exceptional support of the participating sorting centres.

Outreach through inaugurations

Because it requires the mobilization and commitment of all players in the recycling industry, the success of the *Innovative Glass Works* plan also relies on its ability to reach stakeholders. The inauguration ceremonies held in the participating sorting centres brought together regional political and socioeconomic leaders and garnered extensive media coverage. The clear public message was that the *Innovative Glass Works* plan places us on the right track to finding a solution to recycle 100% of the glass collected through curbside recycling.

Experimental pilot projects and a follow-up committee

While the results of the initial quality analyses carried out on the output glass are promising, the new equipment must be tested over a longer period to determine its performances in different contexts, such as natural peak periods and winter conditions. This is why the equipment funded by ÉEQ is the focus of 15-month experimental pilot projects to sort and clean glass collected through curbside recycling. A follow-up committee jointly led by ÉEQ and RECYC-QUÉBEC, the Quebec Government's recycling arm, was assembled. Bringing together nearly a dozen sector stakeholders, including sorting centre operators, conditioners, recyclers, municipal and government representatives and representatives of environmental organizations, the committee is tasked with assessing the progress of the pilot projects by studying economic, environmental and operational indicators.

\$10M
IN INVESTMENTS

IN 2017

+8,000

HOURS DEDICATED TO THE INNOVATIVE
GLASS WORKS PLAN BY THE ÉEQ
TEAM ON THE GROUND AND IN OUR
ADMINISTRATIVE OFFICES.

+200

DAYS SPENT IN SORTING
CENTRES BY MEMBERS OF THE ÉEQ
TEAM TO PREPARE AND FOLLOW UP
ON PILOT PROJECTS.

+35

WORKING MEETINGS WITH
RESEARCH GROUPS, CONDITIONERS
AND RECYCLERS.



ACTIVITY REPORT

INNOVATIVE GLASS WORKS PLAN (CONT'D)

ÉEQ donates equipment to Montréal's future sorting centre

By the beginning of 2018, 50 % of the glass treated by sorting centres in Québec found a second life (glass treated by our five pilot projects combined with glass sold by other sorting centres to conditionners and recyclers). This will increase considerably in 2019, when the City of Montreal opens its new sorting centre. Located in Lachine, the infrastructure, which will constitute Québec's largest sorting centre, should be operational by summer 2019. ÉEQ has become a major partner in the initiative by donating a complete glass cleaning and sorting system.

"WE ARE WORKING IN CLOSE COLLABORATION WITH THE PLANNING TEAM OF MONTRÉAL'S FUTURE SORTING CENTRE. THEY VALUE THE EXPERIENCE GAINED BY THE SORTING CENTRES TAKING PART IN THE PILOT PROJECTS AND, AS A RESULT, WILL BENEFIT FROM LEADING-EDGE EQUIPMENT THAT IS PERFECTLY ADAPTED TO THE CITY'S NEEDS."

- Mylène Fugère, senior advisor, Curbside Recycling Optimization

ÉEQ fieldwork

The experts at ÉEQ dedicated over 1,600 hours to the sorting centres enrolled in the *Innovative Glass Works* plan, supporting them in the installation and commissioning phases, staff training and pilot project follow up.

The *Innovative Glass Works* plan on tour

In addition to the many initiatives to raise awareness among stakeholders, the ÉEQ team took part in congresses and sector activities that brought together recycling and environment industry players and municipal decision makers. At the events, ÉEQ hosted an impactful booth featuring ecomaterials made from glass collected through curbside recycling.

Recycled glass projects to be developed in partnership with municipal organizations and private businesses in 2018

This year, in collaboration with municipal organizations and private businesses, we will invest particular efforts to develop showcase projects that incorporate glass-based ecomaterials. Tests will also be conducted to process the glass in specific industries, such as remelting to make new containers. The containers that citizens place in their recycling bins will be given a new service life locally, thus supporting the development of circular economy in regions across Québec.

"SINCE THE INITIAL RESULTS ON THE QUALITY OF THE GLASS FROM THE SORTING CENTRES TAKING PART IN OUR EXPERIMENTAL PILOT PROJECTS, WE NOTED THE WILLINGNESS OF SORTING CENTRES, RECYCLERS AND MUNICIPAL ORGANIZATIONS TO WORK TOGETHER TOWARD THE SUCCESS OF GLASS RECYCLING IN QUÉBEC. THAT'S EXCEEDINGLY PROMISING FOR THE FUTURE."

- Pierre Benabidès, advisor, Materials and Business Development



ACTIVITY REPORT

ECODESIGN

Ecodesign: A driving force of circular economy

The integration of environmental criteria into packaging design is wholly in line with the 3R-RD approach: reduction, reuse, recycling, reclamation and disposal. For this reason, ÉEQ has made it its mission to encourage businesses to reduce the environmental footprint of their packaging by considering all life cycle stages.

In the past year, the experts at ÉEQ and a team of partner consultants pursued their efforts to support the businesses that have chosen ecodesign. The approach is built around the OptimEco.ca portal, ÉEQ's advanced interactive tool that was expanded and updated in 2017 to make it even more user friendly.

“Do We Really Need Another Package?”

That is the catchy title of the bilingual work produced and launched by ÉEQ and the Département de design graphique at École de design de l'UQAM. The book presents especially eloquent packaging ecodesign projects led as part of Packplay 2, an international competition for design schools. The competition included an exhibition at the World Design Summit, which was held in Montréal this past November. The e-book will be available online soon.



ÉEQ HAS A STRONG PRESENCE AMONG DESIGN STUDENTS, WHO TOMORROW WILL DEVELOP NEW PACKAGING OPTIONS.

Financial partner in the ÉCORESPONSABLE certification program

Developed by the Conseil des industries durables, the ÉCORESPONSABLE™ certification program aims to raise awareness, educate and provide support to businesses in the implementation of a packaging and product ecodesign approach that takes the entire life cycle into account, from the introduction of recycled content to disposal issue management. ÉEQ is a financial partner in the program along with RECYC-QUÉBEC. In 2017, the specifications were validated through ten pilot project.

“PACKAGING ECODESIGN IS AN EXCELLENT LEVER FOR BUSINESSES TO ENTER INTO A CIRCULAR BUSINESS MODEL BY FOCUSING ON REDUCING THEIR ENVIRONMENTAL FOOTPRINT AND ANTICIPATING OPTIMAL END-OF-LIFE SCENARIOS THROUGH RECYCLING.”

- Geneviève Dionne, senior advisor, Ecodesign

ACTIVITY REPORT

OUR OUTREACH

Through the years, ÉEQ has developed its collaborative leadership to mobilize curbside recycling stakeholders and facilitate the development of innovative practices. Our efforts to develop best practices and intelligence on curbside recycling as experts and, in particular, to make this expertise accessible in plain language to our clientele have enabled us to establish our credibility and expand our reach. These efforts took many shapes: advertising campaigns on television and online, sound interventions on social media platforms, conferences at leading events, representations to industry committees, the dissemination of our expertise and business intelligence in accessible formats, hands-on work with municipal players and partnerships with strategic stakeholders.

Through these exchanges, a vision of the future of curbside recycling emerged to make it one of the most effective systems in North America.

Contributions to committees

- > Pôle québécois sur l'économie circulaire (Quebec pole on circular economy) - Institut de l'environnement, du développement durable et de l'économie circulaire;
- > Consultation sur l'économie circulaire (Consultation on circular economy) by the Ministère de l'Économie, de la Science et de l'Innovation;
- > Comité sur l'élargissement de la consigne (Committee on the extension of consignment) led by the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques.

New communication platform under development

ÉEQ's advertising strategy is evolving: this year and in the years to come, we will be working to refocus the message to place greater emphasis on the contributing companies that fund curbside recycling in Québec. The campaign that was developed is based on a meaningful concept that is in line with our organization's strategic brand awareness, influence and outreach objectives. This direction will provide us with the opportunity to renew our logo, which aims to facilitate the understanding of ÉEQ's mission.

ÉEQ hosts a major event: the Conference on Canadian Stewardship

The Conference on Canadian Stewardship, which ÉEQ hosted this fall, brought over 400 delegates together in Montréal. In attendance were representatives from extended producer responsibility (EPR) organizations, of course, as well as a significant number of key stakeholders in the vast value chain of the materials collected through curbside recycling. The three-day event focused on the theme of Canadian EPR and circular economy and featured conferences by leading speakers from North America and Europe. Participants had the opportunity to take part in industrial tours and business networking opportunities with players from across the continent. Among the keynote speakers were Jean Lemire, biologist, explorer and Québec's emissary for climate change, and representatives from prominent organizations such as the Ellen MacArthur Foundation and the Extended Producer Responsibility Alliance (EXPRA).

"ÉEQ'S EFFORTS TO ENSURE THE EFFICIENCY OF CURBSIDE RECYCLING AND MAKE IT A REAL DRIVING FORCE OF CIRCULAR ECONOMY IS ONLY POSSIBLE WITH THE COLLABORATION OF OUR PARTNERS. OUR COMMUNICATION INITIATIVES AIM TO SET OUT A COMMON VISION THAT COMMITS US TO ACTION."

- Virginie Bussi res, director, Communications and Public Affairs

18
**PRESENTATIONS IN A
RANGE OF FORUMS, INCLUDING
2 PRESENTATIONS AT
INTERNATIONAL EVENTS**

10
**ARTICLES IN SPECIALIZED
PUBLICATIONS**

+40
**MEDIA HITS FOR
OUR PROJECTS**

65%
**AWARENESS RATE FOR THE
ADVERTISING CAMPAIGN
(THE STANDARD* IS BETWEEN
45 AND 55%)**

7.9/10
**APPRECIATION RATE FOR
THE ADVERTISING CAMPAIGN
(THE STANDARD* IS 7 OUT OF 10)**

* SOURCE: L GER MARKETING



CURBSIDE RECYCLING IN QUÉBEC

POPULATION
OF QUÉBEC:
8.3M

3.5M
HOUSING UNITS
IN QUÉBEC

99%
OF HOUSEHOLDS
SERVED

**NEARLY
775,000**
TONNES OF MATERIALS
RECOVERED
ANNUALLY

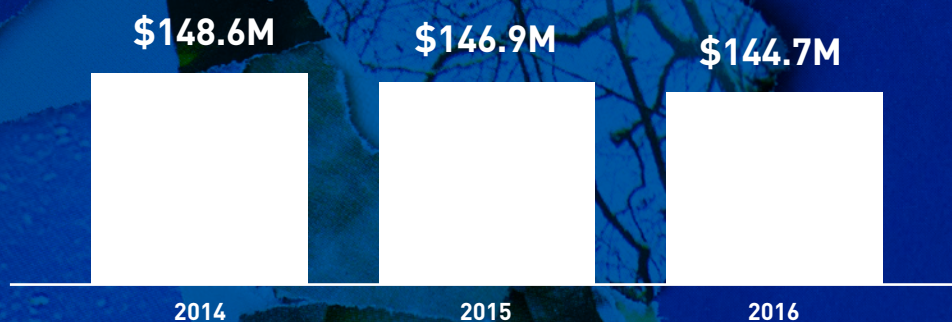
QUANTITIES
RECOVERED PER
INHABITANT:
92.8 KG

NET COST
PER TONNE:
\$187.30

CONTENTS OF
RESIDENTIAL CURBSIDE
RECYCLING BINS
PPAPER/CARDBOARD: 59%
GLASS: 17%
PLASTIC: 10%
METAL: 3%
OTHER: 11%

23
SORTING
CENTRES

EVOLUTION OF NET COSTS* OF CURBSIDE RECYCLING INCLUDING NEWSPAPERS AND OTHER MATERIALS



* Taxes excluded

GOVERNANCE MODEL

MISSION UPDATE

In 2017, ÉEQ worked to draft its 2018–2020 strategic plan, which sets the key directions that will guide its reflections and actions over the next three years. It was established in a spirit of continuity and consolidation with the earlier strategic plan.

ÉEQ took the opportunity to update its mission to ensure that it reflects the evolution of the organization’s role, from one that was initially dedicated to the development of the Schedule of Contributions and the collection of the amounts owed by contributing companies to that of a key player in the recycling industry that actively contributes to the growth of the value chains of the materials collected through curbside recycling.

“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 effective and efficient municipal curbside recycling services.

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

ÉEQ’S STRATEGIC VISION

In a spirit of continuity and consolidation, the board of directors renewed the organization’s strategic vision with a slight variation.

In 2025...

“ÉEQ led Québec’s recycling industry to become the most effective in North America from the economic, environmental and social perspectives with a view to circular economy.”

EXECUTIVE TEAM

In December 2017, the board of directors adopted a new organizational model in connection with ÉEQ’s mission and the application of its new strategic plan. The model will be gradually deployed in 2018 and 2019.

ÉEQ’S EXECUTIVE TEAM AS OF DECEMBER 31, 2017



Maryse Vermette
President and Chief
Executive Officer



Marie Julie Bégin
Vice-President,
Compensation Plan



Virginie Bussi res
Director,
Communications and
public affairs



Mathieu Guillemette
Director,
Services to municipalities



Hugo Lapointe
Director,
Administrative Services
and Finance

BOARD OF DIRECTORS

AS OF DECEMBER 31, 2017

MEMBERS DIRECTORS



Denis Brisebois¹⁻³

Chair of the Board of Directors and
Chair of the Human Resources
Committee

Appointed to the board on
June 12, 2009

Representative designated
by Metro inc.



Suzanne Blanchet²

Vice-Chair of the Board of Directors
and Chair of the Audit and Finance
Committee

Appointed to the Board of Directors
on April 7, 2006

Representative designated
by Cascades inc.



Johanne Leclerc¹⁻³

Secretary-treasurer

Appointed to the Board of Directors
on April 24, 2014

Representative designated
by Cominar Real Estate
Investment Trust



Diane Bouchard²

Member of the Board
of Directors

Appointed to the Board of Directors
on March 11, 2016

Representative designated
by Groupe St-Hubert inc.



Édith Filion

Member of the Board
of Directors

Appointed to the Board of Directors
on December 8, 2017

Representative designated by the
Société des alcools du Québec



Thierry Lopez¹⁻³

Member of the Board
of Directors

Appointed to the Board of Directors
on April 21, 2016

Representative designated
by Best Buy Canada Ltd.



Sylvain Mayrand²

Member of the Board
of Directors

Appointed to the Board of Directors
on January 22, 2010

Representative designated
by A. Lassonde inc.



Serge Proulx²

Member of the Board
of Directors

Appointed to the Board of Directors
on June 10, 2016

Representative designated
by TELUS Québec

NON-MEMBERS DIRECTORS



Michel Camirand²

Member of the Board
of Directors

Appointed to the Board of Directors
on April 24, 2015



Johnny Izzì¹

Member of the Board
of Directors

Appointed to the Board of Directors
on April 24, 2015



Ginette Pellerin³

Member of the Board
of Directors

Appointed to the Board of Directors
on April 24, 2015



Pierre Renaud¹

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 audit and finance committee

³ Member of the human resources 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 representatives whose expertise and experience are related to the value chain of Québec's curbside recycling system for containers, packaging and printed matter.

Half of 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 20, 2017

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

Member directors

Suzanne Blanchet, Cascades inc.
Diane Bouchard, Groupe St-Hubert inc.
Denis Brisebois, Metro inc.
Johanne Leclerc, Cominar Real Estate Investment Trust
Serge Proulx, TELUS Québec

Non-member directors

Johnny Izzi
Ginette Pellerin

On December 31, 2017, there were twelve directors. In the 2017 financial year, the board of directors met six times and the board committees held nine meetings.

Attendance of the members of the board of directors

Participants	Board meetings	Participants	Board meetings
Suzanne Blanchet	6/6	Thierry Lopez	6/6
Diane Bouchard	4/6	Sylvain Mayrand	5/6
Denis Brisebois	6/6	Ginette Pellerin	6/6
Michel Camirand	6/6	Serge Proulx	6/6
Johnny Izzi	5/6	Pierre Renaud	6/6
Johanne Leclerc	6/6		

Note: Ms. Édith Filion was appointed on December 8, 2017. She attended her first board meeting on January 26, 2018.

Remuneration

The board's directors chose not to remunerate the member directors who represent contributing companies, though it is permitted by bylaw to do so. However, non-member directors receive an attendance allowance. 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 retreats.

DISCLOSURE ON GOVERNANCE (CONT'D)

WORK OF THE BOARD'S COMMITTEES AT DECEMBER 31, 2017

Ethics and governance committee

Under the general bylaws in effect at the annual general meeting on April 20, 2017, the governance and ethics committee is mandated to determine the list of nominees to stand for election as directors.

The governance committee met four times in the year. One of the meetings was held to draw up the list of nominees for the 2017 elections and another aimed to review the governance tools and specifically the ÉEQ employee code of ethics and guide to select nominees for director positions. Also, board members met to receive the organization's draft 2018–2020 strategic plan for analysis and recommendation.

Composition of the committee

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

Attendance of the members of the governance and ethics committee

Pierre Renaud 4/4
Denis Brisebois 3/4
Johnny Izzi 3/4
Johanne Leclerc 4/4
Thierry Lopez¹ 1/1

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)

¹ Mr. Thierry Lopez was appointed to the governance committee on September 22, 2017

Human resources committee

The human resources committee met twice in the year. Members analyzed ÉEQ's organizational model and assessed the performance of the president and CEO. They also considered the organization's total remuneration policy and the budget plan for the 2017 wage bill for recommendation.

Composition of the committee

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

Attendance of the members of the human resources committee

Denis Brisebois 2/2
Johanne Leclerc 2/2
Thierry Lopez 1/2
Ginette Pellerin 2/2

Audit and finance committee

The audit and finance committee held four work sessions. Members provided an analysis of the financial statements for the year ending on December 31, 2017, and the audit mandate for the 2018 financial year.

Members considered and recommended reviews of the financial commitments, corporate insurance portfolio and funds management policies. They also conducted a follow up of ÉEQ's organizational and strategic risks. Finally, the committee assessed the 2018 budget forecasts for recommendation to the board of directors.

Composition of the committee

Suzanne Blanchet, chair of the committee
Diane Bouchard
Michel Camirand
Sylvain Mayrand
Serge Proulx²

Attendance of the members of the audit and finance committee

Suzanne Blanchet 3/3
Diane Bouchard 3/3
Michel Camirand 3/3
Sylvain Mayrand 3/3
Serge Proulx² 2/2

² Mr. Serge Proulx was appointed to the audit and finance committee on April 20, 2017.

DISCLOSURE ON GOVERNANCE (CONT'D)

COMMUNICATIONS WITH STAKEHOLDERS

Compensation plan

With regard to the targeted companies, the board of directors approved the holding of a special consultation with contributors on the 2018 Schedule of Contributions on October 24 and 26, 2017. A preliminary meeting was held at the Conference on Canadian Stewardship to present the work that led to the inclusion of containers, packaging and printed matter sold as products in the Schedule of Contributions. The initiative to optimize company reports pursued its activities, including the release of sector-specific webinars on best reporting practices for contributing companies.

The office of the vice-president, Compensation Plan, also 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 Toronto and Montréal.

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 implementation of the experimental pilot projects to sort and clean glass collected through curbside recycling in the five sorting centres selected as part of the *Innovative Glass Works* plan;
 - The assembly of a pilot project follow-up committee in spring 2017 led and coordinated by ÉEQ and RECYC-QUÉBEC whose role is to follow up and report on selected performance indicators for recommendation at the end of the experimental pilot project period (the committee held its first meeting in fall 2017);
 - The pursuit of the Best Practices initiative for curbside recycling in 17 regions across Québec with over 500 participants from the municipal sector;
 - ÉEQ's participation in symposiums and conferences organized by curbside recycling system stakeholders in and outside Québec.
-

Government relations

In the past year, ÉEQ continued the implementation of its government relations plan relating to the compensation plan and the optimization of curbside recycling. ÉEQ's representations to various government bodies on behalf of the businesses and organizations it represents are conducted in accordance with the *Lobbying Transparency and Ethics Act*.

SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

INDEPENDENT AUDITOR'S REPORT

To the Members of Éco Entreprises Québec

The accompanying summary financial statements, which comprise the summary balance sheet as at December 31, 2017, 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, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated March 16, 2018. Those financial statements and the summary financial statements do not reflect the effects of events that occurred subsequent to the date of our report on those 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, therefore, is not a substitute for reading the audited financial statements of Éco Entreprises Québec.

Management's Responsibility for the Summary Financial Statements

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

Auditor's Responsibility

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".

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Éco Entreprises Québec for the year ended December 31, 2017 are a fair summary of those financial statements on the basis described in the note to the summary financial statements.

BDO Canada s.r.l./S.E.N.C.R.L./LLP¹

Montréal, Québec
March 16, 2018

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

SUMMARY FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2017

SUMMARY BALANCE SHEET (IN THOUSANDS OF DOLLARS)

	2017	2016
ASSETS		
Total current assets	\$180,608	\$206,177
Total long-term assets	330	360
Total assets	\$180,938	\$206,537
LIABILITIES AND NET ASSETS		
Total current liabilities	\$143,225	\$173,169
Total long-term liabilities	31	81
Total liabilities	143,256	173,250
Total net assets	37,682	33,287
	\$180,938	\$206 537

ÉTAT RÉSUMÉ DES RÉSULTATS (EN MILLIERS DE DOLLARS)

	2017	2016
Revenue	\$151,714	\$153,082
Expenses		
Schedule expenses	136,664	141,584
Schedule development and curbside recycling optimization	7,862	3,022
Administration costs	5,328	6,129
Programs	(411)	4,074
	149,443	154,809
Operating income (loss)	2,271	(1,727)
Other revenue	2,124	1,758
Excess of revenue over expenses for the year	\$4,395	\$31

1. BASIS OF ACCOUNTING AND SUMMARIZATION

The summary financial statements have been prepared by management for the purpose of insertion into their annual report and have been derived from the audited financial statements for the year ended December 31, 2017.

MEMBERS

MEMBERS* OF ÉCO ENTREPRISES QUÉBEC ON MARCH 16, 2018.

105766 Canada inc., Mega Watt Hydro	Aliments Ouimet-Cordon Bleu inc.	Beaulieu Décor D'Astous et Frères inc.	Cams 2016 inc.
149667 Canada inc., pour le compte de	Aliments Pasta Romana inc.	BeaverTails Canada inc.	Canac-Marquis Grenier ltée
Centre Hi-Fi	Aliments Putters inc.	Becton Dickinson Canada inc.	Canada Dry Motts inc.
167395 Canada inc.	Aliments Trans Gras inc. (les)	Beiersdorf Canada inc.	Canadian Home Publishers
1801794 Ontario inc.	ALIMENTS TRIUMPH inc.	Bell Administration	Canadian National Sportsmen's
2318-4211 Québec inc.	Aliments Ultima inc.	Bell Canada	Shows (1989) Ltd.
2421-0072 QUÉBEC inc.	Allergan inc.	Bell Canada - Bell Residential	Canadian Technical Tape Ltd.
2639-1862 Québec inc.	Alliance des moniteurs de ski du Canada	Bell Canada - Marketing et	Canadian Tire Corporation Limited
2970-7528 QUÉBEC inc.	Alliance Mercantile inc.	communications	Canadian UNICEF Committee
3019969 Canada inc. (LOIS Jeans	Allstate Insurance Company of Canada	Benjamin Moore & Co., Limited	(UNICEF Québec)
[Canada])	Alphonse Lepage inc.	Bento Nouveau Ltd.	Canards du Lac Brome ltée
3106471 Canada inc.	Altex decoration Ltd.	Best Buy Canada Ltd.	Canarm Ltd.
3855155 Canada inc. (Supermarché P. A.)	Alu-Rex inc.	Bibliothèque et Archives nationales	Canaropa (1954) inc.
3M Canada	Amaro inc.	du Québec	Candorvision (a division of
4223373 Canada inc.	Amerella of Canada Ltd.	Bic inc.	Candorpharm inc.)
6254250 Canada inc.	Amerispa inc.	Bio Biscuit inc.	Canon Canada inc.
6317383 Canada inc.	Ameublements Tanguay,	Bio-K Plus International inc.	Capespan North America inc.
7348550 Canada inc. (Supermarché P. A.)	Centre de distribution	Biscuits Leclerc ltée	Capital One Bank (Canada Branch)
8077657 Canada inc.	Amex Bank of Canada	Bissell Canada Corporation	Cara Operations Ltd.
9002-2120 Québec inc.	AMG Medical inc.	Black and Decker Canada inc.	Cardinal Health Canada inc.
9023-1952 Québec inc.	Amscan Distributors (Canada) Ltd.	Blistex Corporation	Cardinal Meat Specialists Limited
9045-7631 Québec inc.	Amway Canada Corporation	BMW Group Canada	Carlton Cards Ltd.
9055-7588 Québec inc.	Amylitho inc.	Boiron Canada inc.	Caron & Guay inc.
9071-7851 Quebec inc.	ANB Canada inc.	Bombardier Produits Récréatifs	Casa Cubana/Spike Marks inc.
9090-7627 Quebec inc.	Anderson Watts Ltd.	Bonduelle Amérique du Nord inc.	Cascades Groupe Tissu, une division
9095-6236 Québec inc. (Franchises Amir)	Apple Canada	Bonté Distribution inc.	de Cascades Canada inc.
9096-3166 Qc inc. Luminaire Galarneau	ARC TERYX Equipment A Division	Boshart Industries inc.	Casio Canada Ltd.
9138-1616 Québec inc.	of Amer Sports Canada inc.	Bostik Canada Ltd.	Cavendish Farms
9207-5308 Québec inc.	Arctic Glacier inc.	Boston Pizza International inc.	CDMV inc.
(William Spartivento)	Armoires de Cuisines Action, une division	Botanix inc.	Centre de distribution électrique ltée.
9217-5041 Québec inc.	de 2757-5158 Québec inc.	Boucherie Sainte-Brigide inc.	Centres Dentaires Lapointe
9217-5231 Québec inc.	Arrow Games inc.	Bouclair	Centura Brands inc.
9226-4985 Québec inc.	Aryzta Limited	Boulangerie Auger (1991) inc.	Ceratec inc.
9252-9064 Quebec inc.	ASM Canada inc	Boulangerie Georges inc.	Certainteed Gypsum Canada inc.
9286-5591 Quebec inc.	Association Pulmonaire Du Québec	Boulangerie GRANT'S Bakery inc.	CGC inc.
9318-2822 Québec inc.	Association québécoise des pharmaciens	Boulangerie Lanthier ltée	Champag inc.
9941762 Canada inc.	propriétaires	Boulangerie Normétal inc.	Chandelles Tradition MB inc.
A & V 2000 inc.	Association touristique de Manicouagan	Boulangerie St-Méthode inc.	Chapman's Ice Cream
A & W food services of Canada inc.	Association touristique des Laurentides	Boulangerie Vachon inc.	Charbon de Bois Feuille d'Érable inc.
A Belisle et fils SENC	Association touristique régionale	Boulangeries Canada Bread, Limitée	Château Manis Électronique inc.
A. G. International inc.	de Duplessis	Boulart inc.	Chaussures M&M inc.
A. Lassonde inc.	Association touristique régionale	Boutique Colori inc.	Chenail Fruits et Légumes inc.
A. Setlakwe ltée	de la Gaspésie	Boutique Dolce Design inc.	Chez Louis Poulet et Pizza inc.
A.E. McKenzie Co ULC	Association touristique régionale	Boutique La Vie en Rose inc.	Chidaca International inc.
A1 Imports inc.	de la Montérégie inc.	Brands Unlimited inc.	Chocolat Arvisais inc.
Abbaye Saint-Benoit	Association Touristique Régionale	Brasseurs du nord inc. (les)	Chocolat Perfection inc.
Abbott Laboratories, Limited	Saguenay-Lac-Saint-Jean	Brasseurs Sans Gluten	Cholesterol Plus inc.
Acces Floral inc.	AstraZeneca Canada inc.	Brault & Martineau/Groupe ATBM inc.	Church & Dwight Canada corp.
Ace Canada	Aubaine du Tapis Saucier inc.	Breuages Radnor ltée	CIBC
Acema Importations inc.	Aurora Importing & Distributing Limited	Breville Canada S.E.C	Cidrerie Michel Jodoin
Acer America Corporation	Autruche	Bridor inc.	Cine Maison Royale
ACH Food Companies inc.	Aventure Chasse et Pêche	Brossard Frères inc.	Cineplex Entertainment
Adfast Montréal inc.	Avery Products Canada (div. of CCL	Brown Shoes inc.	Limited Partnership
Adidas Canada limited	Industries inc.)	Browning Canada sports ltée	CKF inc.
AEF Global inc.	Bag to Earth inc. / Sac au sol inc.	BSH Home Appliances Ltd.	Clef des Champs inc.
Aéroports de Montréal	BAIN DEPOT inc.	Bulk Barn Foods Limited	Codet inc.
AFA Forest Products inc.	Bank of Montreal	Burger King Canada Services ULC	Cogeco Connexion inc.
Air Canada Vacations	Banque Nationale du Canada	Burgham sales Ltd.	Colabor S.E.C.
Air Creebec inc.	Bariatric Nutrition	Burnbrae Farms Limited	Colgate Palmolive Canada inc.
Alasko Foods inc.	BARIL MANUFACTURIER inc.	Burton Snowboards	Collège d'Anjou
Alcon Canada inc.	Barreau du Québec	Cadillac Fairview	Collège de Lévis
Aliments Altra Distributeurs inc.	Bastos of Canada Ltd.	Café Morgane inc.	Collège des Médecins du Québec
Aliments Fondue paysanne inc. (les)	Bayard Presse Canada inc.	Caisse de dépôt et placement du Québec	Collège Durocher Saint-Lambert
Aliments la Bourgeoise inc.	Bayer inc.	Caleres Canada inc.	Collège Jean-Eudes
Aliments Nutrisoya inc.	Bazz inc.	Campbell Company of Canada	Collège LaSalle

* Companies and organizations that have paid all required contributions under the 2017 Schedule of Contributions are considered members.

Collège Letendre	Crestar Ltd.	Fédération québécoise de camping et de caravanning inc.	Graymont (Qc) inc.
Collège Notre-Dame-de- Lourdes	Crevier Lubrifiants	Fellowes Canada Ltd.	Groupe Accès Électronique inc.
Collège Saint-Maurice	Croisières AML inc.	Fenêtres Vimat	Groupe Adonis inc.
Collège Stanislas inc.	CTG Brands inc.	Fenplast inc.	GROUPE ARCHAMBAULT inc.
Collège St-Jean-Vianney	Curateur public du Québec	Ferme des Voltigeurs inc.	Groupe Bergeron-Thibault
Colonial Elegance inc.	Cycles Lambert inc.	Ferme Farnham ltée	Groupe Cam-J inc.
Columbia Sportswear Canada	Dairy Queen Canada inc.	Ferme François Gosselin	GROUPE CANTREX NATIONWIDE inc.
Comité de gestion de la taxe scolaire de l'île de Montréal	Daki ltée	Ferme H.Daigneault et Fils inc	Groupe CDREM inc.
Commerce Apex Trades	Danawares Corp.	Ferme Onésime Pouliot inc.	Groupe Commensal inc.
Commission de la construction du Québec	Danone inc.	Fermes Trudeau inc.	Groupe d'Achat M.P. inc.
Commission des normes, de l'équité, de la santé et de la sécurité du travail	Dare Foods Limited	Ferrero Canada Ltd./ltée	Groupe d'alimentation MTY inc.
Commission scolaire de la Beauce- Etchemin	DAVIDsTEA inc.	Ferring inc.	Groupe Dutilleul inc.
Commission scolaire de la capitale	Déco surfaces Canada inc.	Fèves au Lard L'Héritage ltée	Groupe Dynaco, Coopérative agroalimentaire
Commission scolaire de l'Or-et-des-Bois	Delta dailyfood (Canada) inc.	Fleur D'Olive	Groupe Dynamite inc.
Commission Scolaire de St-Hyacinthe	Deschenes et fils ltée.	Fonds de placement immobilier Cominar	Groupe Éthier inc.
Commission scolaire des Bois-Francs	Design Creative International C.D.I. inc.	Fonora Textile inc.	Groupe financier AGA
Commission scolaire des Découvreurs	Disticor Direct	Fontaine Santé Foods inc.	Groupe Gagnon Frères inc.
Commission scolaire des Grandes- Seigneuries	Distinctive appliances inc.	Foot Locker Canada Corp.	Groupe Intersand Canada inc. (le)
Commission scolaire des Hautes-Rivières	Distributel	Ford Motor Company of Canada	Groupe Lemer cier inc.
Commission scolaire des Hauts-Cantons	Distributions Europeennes Canada inc.	Fournitures de bureau Denis inc.	Groupe Lou-Tec inc.
Commission scolaire des Laurentides	Distributions Fillion Marquis International Ltée	FraiseBec inc.	Groupe Marcelle
Commission scolaire des Monts-et- Marées	Distributions Olive & Olives inc.	Fraisière Faucher inc.	Groupe MBM inc.
Commission scolaire des Navigateurs	Dixon Ticonderoga inc.	Fraisière Lemelin	Groupe Opex inc. (Ashley Furniture HomeStore)
Commission scolaire des Phares	DK Company	Fraisière Rou Gi et Fils inc.	Groupe Park Avenue inc.
Commission scolaire des Premières- Seigneuries	Dole Foods of Canada Ltd.	Francois et Lise Méthot inc.	Groupe Party Expert
Commission scolaire du Lac-St-Jean	Dollarama L.P.	Franklin Templeton Investments Corp.	Groupe Phoenixia inc.
Commission Scolaire du Val-des-Cerfs	Dollarama L.P.	Freud Canada, inc.	Groupe Première Moisson inc.(Centre administratif)
Commission scolaire Sir-Wilfrid-Laurier	Domaine du Ski Mont-Bruno inc.	Frito-Lay Canada, une division de Pepsi-Cola Canada ltée	Groupe Promutuel, Fédération de sociétés mutuelles d'assurance générale
Communications Camping Caravanning	Domino's Pizza of Canada Ltd.	Fromagerie Ancêtre inc.	Groupe Restaurants Imvescor inc.
Compagnie d'Assurance-vie Croix Bleue du Canada	Domtar inc.	Fromagerie Bel Canada	Groupe Sima inc.
Compagnie Globe Électrique inc.	Dorfin distribution inc.	Fromagerie Bergeron inc.	Groupe Son X Plus inc.
Compagnie Rafrâichissements Coca-Cola Canada	Dr. Oetker Canada Ltd.	Fruit of the Loom Canada inc.	Groupe Sportscene inc.
Compagnie Safdie inc. (La)	Drain-Vac International 2006 inc.	Fruits & Passion Boutiques inc.	Groupe tabac Scandinave Canada
ConAgra Foods Canada inc.	Duchesnay	Fruits et légumes Gaétan Bono inc.	Groupe Tecníc 2000 inc.
Conair Consumer Products inc.	Duchesne et Fils ltée	Fujifilm Canada inc.	Groupe Valentine
Concession A25	Dunn's Famous International Holdings inc.	Fumoir Grizzly inc.	Groupe Yellow inc.
Concordia University	Dura housewares inc.	Futura Manufacurier De Portes Et Fenêtres inc.	Guess? Canada Corporation
Condor Chimiques inc.	Dural, a division of Multibond inc.	Galderma Canada inc.	Guinois & Frères ltée
Confédération des syndicats nationaux	Dynamic Paint Products inc.	Galerie Au Chocolat	H. Chalut ltée
Confiserie Mondoux inc.	Dyson Canada Limited	Galerie du tapis D'Astous & Frères inc.	H.R.S. Global, a division of 9266-1677 Quebec inc.
Confiseries Régál inc.	E.D. Smith Foods Ltd.	Gap (Canada) inc.	Hachette Collections
Conglom. inc.	Eaton Yale Company	Gardena Canada Ltd.	Hall-Chem MFG inc.
Continental Building Products Canada inc.	Eau Everest inc.	Gastronomia Aliments Fins inc.	Hallmark Canada
Convatec Canada Ltd.	École de technologie supérieure	Gates Canada inc.	Hamilton Beach Brands Canada inc.
Convectair-NMT inc.	École nationale de police du Québec	GB Micro Electronics	Harry Rosen inc.
COOKINA inc.	Edgewell Personal Care Canada ULC	General Mills Canada Corporation	Hasbro Canada Corporation
Coopérative Agricole Régionale Parisville	Editions Phidal inc.	General Motors of Canada	Helen of Troy
Coopérative d'Alentour	Éditions Pratico-Pratiques	Genfoot inc.	Henkel Canada Corporation
Coopérative Horticole Groupex	Efficom inc.	Genima inc.	Henkel consumer adhesives
Coranco Corporation Limited	El ran Furniture Ltd.	Gentec International	Henry Canada inc.
Corporation AbbVie	Electrolux Canada Corp.	Germain Larivière (1970) ltée	Herbalife of Canada Ltd.
CORPORATION DE L'ABBAYE D'OKA	Eli Lilly Canada inc.	Gestion Carlos Torralbo inc. / Les Fruits De Mer Ifc inc.	Hershey Canada inc.
Corporation Financière Mackenzie	Elizabeth Arden (Canada) Ltd.	Gestion FÉRIQUE	High Liner Foods inc.
Corporation Genacol Canada inc.	El-Ma-Mia inc.	Gestion Luc Doyle inc.	Hoffmann-La Roche Limited
Costco Wholesale Canada Ltd.	EMD Canada inc.	Gestion Universitas inc.	Hollander Sleep Products Canada Limited
Côté-Réco inc.	Emerson Electric Canada Limited	Gestion Yuzu inc.	Home Depot Canada
Couche-Tard inc.	Énergir	Giant Tiger Stores Limited	Home Hardware Stores Limited
Counseltron Ltd.	Entrepôts fruiger inc. (les)	Give and Go Prepared Foods Corp.	HoMedics Group Canada Co.
Courchesne Larose ltée.	Envirogard Products Limited	Glaxosmithkline Consumer Healthcare	Honda Canada inc.
Crate and Barrel Canada inc.	Essex Continental Distributors inc.	Global M.J.L. Ltée	HP Canada Co
	Estée Lauder Cosmetics Ltd.	Global Upholstery Co. inc.	HSBC Bank Canada
	Euro-Pharm International Canada inc.	Globe Union Canada inc.	Hudson's Bay Company (HBC)
	EXPERTOURS inc.	Godiva Chocolatier	Humania Assurance inc.
	Experts Verts inc.	Goedike Canada inc.	Humeur campagne de financement
	Export Packers Company Limited	Goodfellow inc.	Hydro-Québec Distribution
	F. Ménard inc.	Goodfood Market Corp.	I-D Foods Corporation
	Fabricville Company inc.	Google Canada Corporation	Idelle Labs
	Familiprix	Gosselin Photo Vidéo inc.	IKEA
	FCA Canada inc.	GRANULCO inc.	
	Fédération des caisses Desjardins	Granules LG inc.	
	Fédération des médecins omnipraticiens du Québec		

Immanence Intégrale Dermo Correction inc.	La Fromagerie du terroir de Bellechasse inc.	Les Brasseries Sleeman Ltée	Lixil Canada inc.
Importations & Distributions B.H. inc.	La Fromagerie Victoria inc.	Les Brasseurs GMT inc.	Loblaws inc.
Importations Géocan inc. (les)	La Glace Frontenac rive sud ltée	Les Distributions Avantgarde inc.	L'Oréal Canada inc.
Indigo Books & Music	La Glace Frontenac rive sud ltée	Les Distributions Yvan Nadeau inc.	LoyaltyOne, Co
Industrie gastronomique Cascajares	La Maison AMI-CO (1981) inc.	Les Eaux Naya	LSI Entreprises Canada ULC
Industrielle Alliance, Assurance et services financiers inc.	La Maison Crown inc.	Les Entreprises Leznoff 2011 inc.	Lululemon athletica canada inc.
Industries de Conduits Tubulaires du Canada ltée	La Maison du Meuble Corbeil inc.	Les Entreprises Rolland inc.	Lumen, une division de Sonepar Canada inc.
Industries Dorel inc. (Les)	La Maison Orphée inc.	Les Entreprises Vivre en Forme inc.	Luminaire Distinction
Industries P.W.I. inc.	La margna inc.	Les Fines Herbes de Chez Nous inc.	Luminaires & Cie
Ingram Micro inc.	La Petite Bretonne (distribution) inc.	Les Fraises de l'Île d'Orléans inc.	L'Union des producteurs agricoles - Publications
Institut de tourisme et d'hôtellerie du Québec	La Petite Grange (Laurent Meury inc.)	Les Importations Cavan inc.	M&M Meat Shops Ltd.
Intact Compagnie d'assurance	La Presse ltée	Les Importations N et N inc.	M/2 Boutiques inc.
Inter-campus Marketing inc.	La rotisserie de Granby inc.	Les Industries Bernard & Fils ltée	Mademoiselle Ellégance inc.
International de montgolfières de Saint-Jean-sur-Richelieu	La Societe Canadienne De La Croix Rouge	Les Industries Bonneville ltée	Magasins Lecompte inc.
Intervet Canada Corp.	La Soyarie inc.	Les Industries Iverco inc.	Magasins Trevi inc.
Invesco Trimark ltée	La Trappe a Fromage	Les Industries Jessar	Magtar Sales inc.
Investors Group	La Villa du Ravioli inc.	Les Industries Trovac ltée	Maheu&Maheu inc.
IPEX Electrical inc.	Laboratoire G.M.F.	Les Laboratoires Swisse (1995) inc.	Maibec inc.
Ipex inc.	Laboratoire Larima	Les Magasins Korvette ltée	Maison Chaleur Et Confort inc.
Irving Consumer Products Limited	Laboratoires Abbott	Les Marques Kin inc.	Maison de la pomme de Frelighsburg inc.
Isis inc.	Laboratoires Colba inc.	Les Matelas SSH Canada	Maison de thé Camellia Sinensis
ITW Permatex Canada	Labrador Laurentienne inc.	Les Matériaux de Construction Oldcastle Canada inc.	Maison des futailles S.E.C.
J. Sonic Services inc.	Laiterie de Coaticook ltée	Les Meubles Marchand inc.	Maison du Gibier inc. (la)
J.L. Freeman S.E.C.	Laiterie de la baie ltée	Les Mousses de L'Estrie inc.	MAISON RUSSET inc.
Jamieson Laboratories	Laiterie de l'Outaouais	Les Oeufs Ovale S.E.C.	Maître Saladier inc.
Jan K. Overweel Limited	Laiterie des trois vallées inc.	Les Oeufs Richard eggs inc.	Manteaux Manteaux
Janco Électrique Ltée	Laiterie Royale inc.	Les Pâtes de l'Île inc.	Manufacture Leviton du Canada ltée
Janes Family Foods-Sofina Foods inc.	LAMPE BERGER CANADA inc.	Les Plantes Et Décors Veronneau inc.	Maple Leaf Foods
Janssen inc.	Lantic inc.	Les Plats du Chef ULC	Maple Lodge Farms Ltd.
Jean H. Henlé inc.	Lauzon Bois énergétique recyclé inc.	Les Portes Decko inc.	Marc Anthony Cosmetics Ltd.
Jean-Paul Fortin (1997) Ibc	Lavo inc.	Les Producteurs laitiers du Canada	Mars Canada inc.
John Deere Canada ULC	Le Canard Goulu inc.	Les Productions Margiric inc.	Mary Kay Cosmetics Ltd.
Johnson & Johnson	Le Château inc.	LES PRODUITS ALIMENTAIRES BOUCHARD inc.	Masco Canada limited
Johnson & Johnson VisionCare, inc.	Le Club Piscine Plus Québec [C.P.P.Q.] inc.	Les Produits Aluminium P.S. inc.	Master Halco Corp
Johnson Level and Tools inc.	Le Creuset Canada inc.	Les Produits Daubois inc.	Matelas Bonheur
JOURNAL LA HAUTE CÔTE-NORD inc.	Le Directeur général des élections du Québec	Les produits de soins pour la peau au lait de chèvre Canus inc.	Matériaux Bonhomme inc.
Journal Le Charlevoisien inc.	Le Gastronomie Animal inc.	Les Produits Valfei inc.	Matériaux Laurentiens inc.
JOURNAL LE NORD-CÔTIER inc.	Le Groupe Alimentaire Nordique inc.	Les Promotions Atlantiques inc.	Mattel Canada inc.
Jovi Sport inc.	Le Groupe Dans un jardin	Les Publications Charron & Cie inc.	Mazda Canada inc.
JR Watkins	Le Groupe Innovak	Les Publications Groupe TVA-Hearst inc.	McCain Foods Canada
JTI-Macdonald Corp.	Le Groupe Jean Coutu (PJC) inc.	Les Restaurants Lafleur inc.	McCaughy Consumer Products Management, inc.
JTI-Macdonald TM Corp.	Le Groupe Legerlite inc.	Les Rôtisseries Benny	McDonald's Restaurants of Canada Limited
Julien Beaudoin ltée	Le Groupe Multi Luminaire inc.	Les Rôtisseries St-Hubert ltée	Mega Group inc.
K+S Sel Windsor Ltée	Le Groupe Vertdure inc.	Les Serres Arundel S.E.N.C.	Megalak Finition inc.
Kao Canada inc.	Le Jean Bleu inc.	Les Sols R. Isabelle inc.	Meilleures Marques ltée
Kaycan Ltd.	Le Massif s.e.c.	Les Sommets de la Vallée inc.	Menu-Mer Ltée
Kaz Canada inc.	Le Potager Riendeau inc.	Les Sources Saint-Elie inc.	Mercedes-Benz Canada inc.
Kellogg Canada	Le SuperClub Vidéotron ltée	Les Spécialités Prodal (1975) ltée	Mercier wood flooring inc.
Keurig Canada inc.	LE THÉÂTRE DENISE-PELLETIER inc.	Les Surgelés Cool & Simple inc.	Merck Canada inc.
Kidde Canada	Le Verger Lamarche inc.	Les Textiles Patlin inc.	Merial Canada inc.
Kimberly-Clark inc.	Ledvance Ltd.	Les Tourbières Berger ltée	Messageries Dynamiques
Kimpex inc.	Lego Canada inc.	Les Tricots Duval & Raymond ltée	Metro Richelieu inc.
Kleen-Flo Tumbler Industries Ltd.	Légunord inc.	Les Variétés LCR inc.	Meubles Branchaud inc.
Knape & Vogt Canada inc.	Lenbrook	Les Vergers Lafrance inc.	Meubles Concordia ltée
Kodiak Group Holdings Co.	Lennox industries (Canada) Ltée	Les Vergers Leahy inc.	Meubles Domon ltée
Kohl & Frisch Limited	Lenovo	Les Vergers Pedneault	Meubles JC Perreault inc.
Kosmic Distribution	LEO Pharma inc.	Les Viandes Biologiques de Charlevoix inc.	Michael Rossy ltée
Kraft Heinz Company ULC	Leon's Furniture Limited	Les Viandes Walcovit inc.	Michaels Stores inc
L. Di Lallo et fils inc.	L'Équipe Spectra	Lesters Foods Ltd.	Microbrasserie Dieu du ciel inc.
La cie McCormick Canada co.	Les Aliments 2000 inc.	Levi Strauss & Co. (Canada) inc.	Midlon foods inc.
La Clef De Sol inc.	Les Aliments Bégin inc.	Lexmark Canada inc.	Miel Labonté inc.
La Compagnie 2 Ameriks inc.	Les Aliments Bercy inc.	LG Electronics Canada inc.	Miele Limited
La Compagnie Regitan ltée	Les Aliments CDS inc.	Librairie Renaud-Bray inc.	Ministère de la Santé et des Services sociaux
La Coop Fédérée	Les Aliments Jardi inc.	Life Sciences Nutritionals inc.	Ministère de l'Emploi et de la Solidarité sociale
La Corporation McKesson Canada	Les Aliments Mejjicano	Lifescan Canada Ltd.	Ministère de l'Énergie et des Ressources naturelles
La Fernandière s.e.c.	Les Aliments Olympus (Canada)	Lindt & Sprungli (Canada) inc.	Ministère des Finances
La Financière Agricole du Québec	Les Aliments O'sole Mio inc.	Linen Chest inc.	
La fourmi bionique inc.	Les aliments Parador inc.	Linencorp 2015 inc	
La Fraisonnée inc.	Les Aliments Pearlmark Foods inc.	Literies Universelles Paga inc.	
	Les Aliments Roma ltée	Little Caesar of Canada inc.	
	Les Bijouteries Doucet 1993 inc.		

Ministère des Forêts, de la Faune et des Parcs	Paladin labs inc.	Revlon Canada inc.	Société des fêtes et festivals du Québec
MIRABÜCHES inc.	Palason Billard inc.	Ricardo Média inc.	Société des Traversiers du Québec
Mitsubishi Motor Sales of Canada inc.	Panasonic Canada inc.	Roadrunner Appareil inc.	Société du Musée d'archéologie et d'histoire de Montréal
Moen inc.	Paramount Training Canada inc.	Roberge & Fils inc.	Société MC commercial inc.
Molinaro's Fine Italian Foods Ltd	Paris Glove of Canada Ltd.	Robert Bosch inc.	Société parc auto du Québec
Molson Canada 2005	Parmalat Canada inc.	Roche Soins du diabète, division de Hoffmann - La Roche Limitée	Société Place des Arts de Montréal
Mondor Ltée	Pastene inc.	Rogers Communications inc.	Société pour la promotion d'événements culturels du Haut-Richelieu inc.
Moniteurs Angelcare inc.	Patio Drummond Ltée	Rogers Media inc.	Société Sylvicole de St-Nicolas inc.
Mon-tex Mills Ltd.	Pâtisserie Gérard Rolland inc.	Roland Boulanger & Cie Ltée	Sofina Foods - Lilydale
Mont-Original, coopérative de solidarité	Pâtisserie Le Fraisier inc.	Rona inc.	Sony Computer Entertainment Canada
Montour Ltée	Patrick Morin inc.	Rothmans, Benson & Hedges inc.	Sony Electronics inc.
Morris national inc.	Payless Shoesource Canada L.P.	Rôtisserie Fusey (1983) inc.	Sony Pictures Home Entertainment
Mountain Equipment Co-op	Pépinière L'Avenir	Royal Bank of Canada	Sopar cosmetics inc.
Mr Lube Canada LP	Pepsi Bottling Group Canada	Royal Institution for the Advancement of Learning	Southwire Canada Company
MTD products limited	Pepsi-qtg	Royer inc. (l.p.)	Spécialités Lassonde inc.
Musée de la civilisation	Perrin inc.	Ruchers promiel inc. (les)	Spécialités mb inc.
Musée national des beaux-arts du Québec	Pfizer Consumer Healthcare, a division of Pfizer Canada inc.	Running Room Canada inc.	Spectra Premium Industries inc.
Musique Select inc.	PH Canada Company	S. Boudrias inc.	Sport maska inc.
National Herring Co.	Pharmacies Gregoire Arakalian	S.C. Johnson and Son Limited	SSQ, Société d'assurance-vie inc.
National Smokeless Tobacco Company Ltd.	Pièces d'autos Transit inc.	S.D. variations inc.	Standard Products inc.
Nature 3M inc.	Pied-Mont Dora inc.	Salton Canada	Starbucks Coffee Company
Nature's Path Foods inc.	Pierre Belvedere inc.	Samsung Electronics Canada inc.	Station Mont Tremblant - Intrawest
Nature's Sunshine Products	Piidea Canada Ltd.	Sanbec Canada inc.	Stelpro Design inc.
Naturiste inc.	Plaisirs gastronomiques inc.	Sandoz Canada inc.	Stericycle, ULC
Natursource inc.	Plasticase inc.	Sanofi Consumer Health / Sanofi Santé grand public	STIHL Limited
Nautilus Plus inc.	Plastique DCN inc.	Sanofi-aventis Canada inc.	Stoves builder international inc.
Neatfreak Group inc.	Pneus Unimax Ltée	Santa Maria-Sofina Foods inc.	Stratos Pizzeria (1992) inc.
Nespresso Canada	Poissonneries Odessa inc.	Santé Naturelle A.G. Ltée	Structube Ltd.
Nestle Canada inc.	Polyculture Plante 1987 inc.	Saputo Dairy Products Canada G.P.	St-Viateur Bagel
Nestle Purina Petcare	Polymos inc.	Sardo Foods	Subaru Canada inc.
Nestle Waters Canada	PPG Revêtements Architecturaux Canada inc.	Sca Personal Care, une division de Sca North America - Canada inc.	Sublime Dessert inc. (les)
Newell Rubbermaid inc.	Premier Québec inc	Scotts Canada Ltd.	Subway Franchise Systems of Canada, Ltd.
News Marketing Canada Corp.	Premier Tech Home & Garden inc.	Sealy Canada Ltée	Sun Life Assurance Company of Canada
NII Northern International inc.	Préverco inc.	Secrétariat d'État des Chevaliers de Colomb du Québec	Sun Products Canada Corporation
Nike Canada Corp	Pro-amino international inc.	Sel Warwick inc.	Sunbeam Corporation Canada Limited
Nine West Canada, LP	Procter & Gamble inc.	Sennheiser (Canada) inc.	Suncor Énergie inc.
Nivel inc.	Produits alimentaires Sager inc	Sephora Canada	Sun-Maid Growers of California
NORTHFORK BISON DISTRIBUTIONS inc.	Produits Clair de Lune inc.	Serdy Média inc.	Sunopta inc.
Nouvelle Autoroute 30, s.e.n.c.	Produits de Construction Derby inc.	Serres Yargeau inc.	Sun-Rype Products Ltd.
Novalab inc.	Produits de nos Grands-Mères N.D. inc.	Serum International inc.	Sunstar Americas inc.
Novali Gourmet inc.	Produits de pâtisserie orientale, une division de 140740 Canada inc.	Service Alimentaire Desco inc.	Suzuki Canada inc.
Novo Nordisk Canada inc.	Produits Kruger S.E.C.	Services d'investissement FÉRIQUE	Swarovski Canada Ltd.
Nutrinor-Secteur lait et eau	Produits pour animaux Yamas inc.	Servier Canada inc.	Symak Sales Co. inc.
Nutri-Oeuf inc.	Produits Shell Canada	Shafer-Haggart Ltd.	Synnex Canada Limited
Objectif Monde	Produits Vegkiss inc.	Shaklee Canada inc.	TallGrass Distribution
Ocean Spray International inc.	Pronature inc.	Sharp Electronics of Canada Ltd.	Taymor Industries Ltd.
Odan Laboratories Ltd.	Protégez-Vous	Shaw Satellite G.P.	TD Bank Financial Group
Old Navy (Canada) inc.	Pti cables inc.	Shop-Vac Canada Ltd.	Tech-Mix, une division de BAUVAL inc.
Olympia Tile International inc.	Publications BLD inc.	ShurTech Brands, LLC	Technoform Industries Ltée
Opto-Plus inc.	Puma Canada inc.	SIGVARIS Corp	TÉLUQ (Télé Université)
Ordre des CPA du Québec	Purity Life Health Products	Simons inc.	TELUS Corporation
Ordre des dentistes du Québec	PVH Canada inc.	Skechers USA Canada inc.	Teva Canada Ltd.
Ordre des infirmières et infirmiers du Québec	Quadrant Cosmetics Corp.	Smucker Foods of Canada co.	Texas Instruments inc.
Ordre des ingénieurs du Québec	Québec Loisirs inc.	Snap-on Tools of Canada	The Aldo Group inc.
Ordre des psychoéducateurs et psychoéducatrices du Québec	Quickie Convenience Stores Corp.	Sobeys Québec	The Bank of Nova Scotia
Ordre des psychologues du Québec	Quincaillerie Richelieu Ltée	Société Bristol-Myers Squibb Canada (la)	The Brick Warehouse L.P.
Ordre des travailleurs sociaux et des thérapeutes conjugaux et familiaux du Québec	Quiznos Canada Restaurant Corp.	Société d'assurance générale Northbridge	The Business Depot Limited
Ordre professionnel des technologistes médicaux du Québec	Rapid Snack inc.	Société de Développement Culturel de Terrebonne	The Children's Place (Canada) L.P.
Outillages King Canada inc.	Reckitt Benckiser (Canada) inc.	Société de l'assurance automobile du Québec	The Clorox Company of Canada Ltd.
Outils A.Richard Co.	Recochem inc.	Société de transport de Laval	The Empire Life Insurance Company
Ovation Médias inc.	Red Bull Canada Ltd.	Société de transport de l'Outaouais	The French's Food Company
Ove Decors ULC	Régie des installations olympiques	Société de transport de Montréal	The Genuine Canadian Corp
Owl's Head Development inc.	Reinhart Foods Ltd.	Société de transport de Sherbrooke	The Great-West Life Assurance Company
P. K. Douglass inc.	Reitmans (Canada) Limited	Société des alcools du Québec	The Hartz Mountain Corporation
Pajar production Ltée	Reliable Parts Ltd.	Société des Établissements de Plein Air du Québec	The Hillman Group Canada ULC
	Remboursement RE-NO		The Minute Maid company Canada inc.
	Renew Life Canada inc.		The North West Company L.P.
	Réseau de transport métropolitain		The Second Cup Ltd.
	Restogain inc.		The Sherwin Williams Co.
	Retraite Québec		The Source (Bell) Electronics inc.
	Revenu Québec		The TDL Group Corp.

Thermor Ltd.	UAP inc.	Verger Hamel distribution inc.	Wenger Ltee
Thomas, Large & Singer inc.	Ulextra inc.	Verger Lacroix	Weston Bakeries Ltd.
Thulé Canada inc.	Uniboard Canada inc.	Vergers Paul Jodoin inc.	Whirlpool Canada L.P.
Tilley Endurables inc.	Unico inc.	vergers st-paul inc.	Williams-Sonoma Canada
TOPRING inc.	Unilever Canada	Vétoquinol N.-A. inc.	Winners Merchants
Tour East Holidays Canada inc.	Uniprix inc.	VF Outdoor Canada	Wismettac Asian food, inc.
Tourbieres Lambert inc.	Université de Montréal	Viande Richelieu inc.	WN Pharmaceuticals Ltd.
Tourisme Abitibi-Témiscamingue	Université de Sherbrooke	Vibac Canada inc.	Wolf Steel Ltd.
Tourisme Bas-Saint-Laurent	Université du Québec à Montréal	Vicaco, Groupe Coopératif	World Gym Rosemère
Tourisme Chaudière-Appalaches	Université du Québec en	Vicwest Operating limited Partnership	World Kitchen Canada (EHI) inc.
Tourisme Lanaudière inc.	Abitibi-Témiscamingue	Vidéotron S.E.N.C.	World to World Trading inc.
Tourisme Mauricie	Université du Québec en Outaouais	ViewSonic Corporation	Wrigley Canada
Tourisme Outaouais	Urgel Bourgie	Vignoble de l'Orpailleur inc.	Yamaha Canada Music Ltd.
Toyota Canada inc.	Usana Health Sciences inc.	Vin & Passion inc.	Yellow Pages Digital & Media
Trader Corporation	USP Canada inc.	Vincent S. Variété Ltée	Solutions Limited
Transat A.T. inc.	Vacances Sunwing inc.	Vita Health Products inc.	YM inc.
Transcontinental Média S.E.N.C.	Valener	Volkswagen Group Canada inc.	Zara Canada inc.
Trans-herbe inc.	Value Village Stores	Voyages d'une Vie	Zoetis Canada inc
TransUnion Canada	Valvoline Canada	VTech Telecommunications Canada Ltd.	Zorah bio cosmétiques
Turkey Hill Sugarbush Ltd.	Vast-Auto Distribution Ltée	W. Ralston Canada inc.	Zwilling J.A. Henckels Canada Ltd.
TVA Publications inc.	Veg Pro International inc.	Wal-Mart Canada Corp.	
Tyco healthcare group Canada inc.	Verbatim Americas LLC	Weight Watchers Canada Ltd.	
U.S. Cotton (Canada) Co.	Verger du Minot inc.	Wendy's Restaurants of Canada inc.	

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