



Annual Report

BEHIND THE SCENES

The modernization of curbside recycling

DATE

2020

A PRODUCTION OF

**Éco Entreprises
Québec**

Éco Entreprises Québec

Éco Entreprises Québec (ÉEQ) is a private non-profit organization that represents companies who market containers, packaging and printed matter in Quebec 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.

The modernization of curbside recycling — Behind the scenes

On your computer or tablet, you have before you the «new style» annual report, which we hope you will enjoy perusing. It contains our organization's highlights and main achievements for 2020, presented along the narrative of what has kept us most busy this year: the modernization of curbside recycling. So get comfortable, grab your favourite beverage and join us as we take you behind the scenes of the past year at Éco Entreprises Québec.

As you read through, don't hesitate to check out the complementary videos from the Bin it series, hosted by Rose-Aimée Automne T. Morin and starring pioneering companies in the recyclable materials circular economy!

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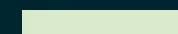
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Message from the chairman of the board
and the chief executive officer

A conversation between the Chairman of the Board and the CEO



Maryse Vermette
President & CEO

MV_ Quite a year it has been, right Denis? For you, as a retailer and front-line actor, your sector is at the heart of the pandemic. How would you sum up the year you've had, in one word?

DB_ Exhausting? Challenging?

MV_ In spite of all that, we were still able to rely on you and your expertise in your role as Chairman of the Board of Directors, right from the beginning of the year, which got off to a big start! It may seem like ages ago now, but just before the pandemic started, **the government announced its intention to modernize curbside recycling and deposit systems.**



Denis Brisebois
Chair of the Board

DB_ Yes, the **announcement regarding the modernization of curbside recycling we'd been waiting for, for so many years** so that companies would finally go from being mere payers to major players in the system. In our view, the **curbside recycling and deposit systems can be harmonized, particularly regarding market development, and cross-subsidization between the two systems is necessary.** It's about being fair to companies.

MV_ And to make sure that companies affected by these reforms are stakeholders in the decisions that are made, we **rapidly implemented a governance structure that includes an extended board committee, and the role of association committees has been expanded.** Even though we're just getting

started on this modernization, which should be completed in 2024, it is **crucial that our companies be well informed.** After our first virtual annual general assembly, we organized an information webinar that was 100% dedicated to the modernization of curbside recycling in June 2020.

DB_ And because we were well aware that the primary concern of companies was (and still is) the pandemic, we published four **reports on the impacts of COVID on the curbside recycling system**, on the deposit, on consumer habits in Quebec and the contribution of companies to the financing of curbside recycling. Finally, we also presented our recommendations regarding a post-pandemic green recovery strategy.

MV_ Through it all, **we were closely following the progress of efforts tied to Bill 65 and everything that was happening across Canada and in Europe.** I remember our Friday evening calls when I would update you on new developments and during which we would discuss the needs of companies in the context of the EPR (extended producer responsibility) implementation.

DB_ Not to mention the **publication of the 2020 Schedule of Contributions, which was delayed** due to COVID. Although that caused a stir regarding predictability, an important element for businesses, the extended delay to pay contributions gave some of them a welcome break at a very difficult time.

MV_ In addition to the work on the modernization of curbside recycling, Denis, you know, this extraordinary period was also a chance for us to better structure our organization ahead of our future role as designated management organization (DMO) for the transition period. How? By installing Microsoft 365, implementing stakeholder management tools, developing a new reporting system that will be launched in 2021... Not to mention the **new organizational model approved by the Board of Directors at the end of the year.**

DB_ I also heard good things about the new **bilingual portal on packaging ecodesign**, which I'm told is very useful for companies who want to prepare for the upcoming changes, like the eco-modulation of the Schedule of Contributions, whose 2021 roadmap was recently approved by the Board. These changes to the Schedule are aligned with changes requested through the modernization of curbside recycling.

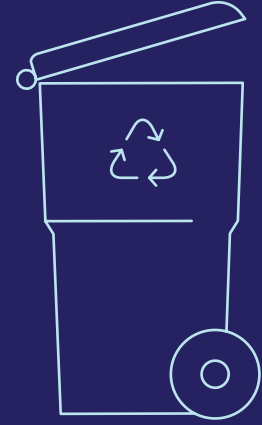
MV_ Yes, we are continuing our involvement in order to ensure the circularity of our **recyclable materials in Quebec and move towards a real circular economy for containers, packaging and printed matter placed on the market by the companies we represent...** Check out our new video series on the topic. The train is off and running, and those who are on board today will reap the rewards tomorrow.

DB_ Even though my days are pretty busy, I've seen many success stories from our companies **on ÉEQ's LinkedIn page.** You're right to say the train is off and running! In Quebec and neighboring regions, we have several advantages to develop markets and promote curbside recycling materials.

MV_ This year, as we carried out a diagnostic process on the value chain, we have laid the foundations for the future of curbside recycling, namely, through the implementation of our **Plastics plan.** Participants in the annual general assembly will have the opportunity to learn about ÉEQ's new strategic plan for the EPR transition period, which is the result of all these reflections. Companies can rest easy, ÉEQ is there for them!



2020,
Top 5
achieve_
ments



1. Modernization of curbside recycling

Active, sustained participation in four government working groups on the modernization of curbside recycling and implementation of a governance structure to advance work on the modernization of curbside recycling with cooperation from contributing companies and business associations.

2. Impacts of COVID-19

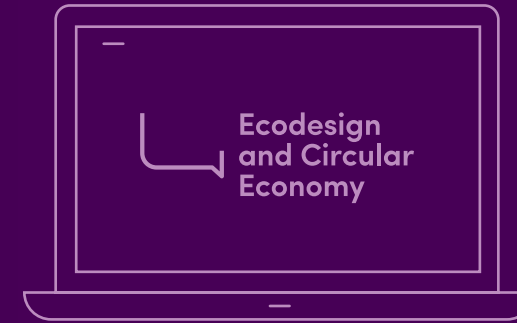
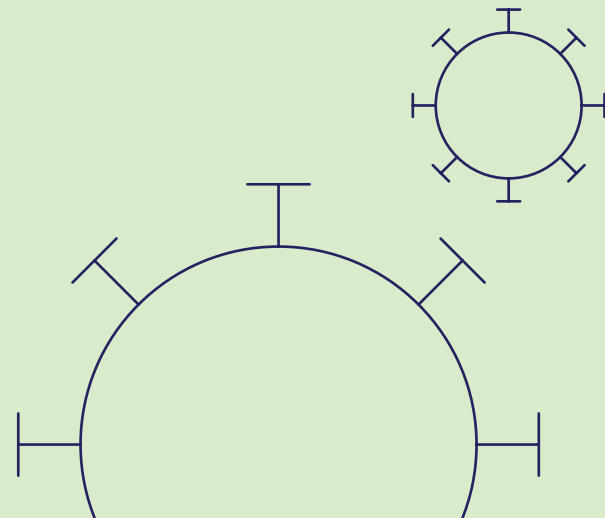
Four relevant reports produced in record time:

The impact of COVID-19 on **curbside recycling in Quebec, Canada, the United States and Europe**

The impact of COVID-19 on **deposit systems in Quebec, Canada, the US and Europe**

The Impacts of the COVID-19 crisis on **consumption in Quebec**

The impact of COVID-19 on **company contributions to the financing of curbside recycling in Quebec**



3. The Ecodesign portal

Over 10,000 visitors since its launch in November 2020

[Visit the Portal >>](#)

4. Eco-modulation of Contributions

A roadmap was adopted by ÉEQ's Board of Directors.



5. Municipality Support

29 municipality support projects to facilitate the application of best practices in curbside recycling.

ÉEQ celebrates 15 years

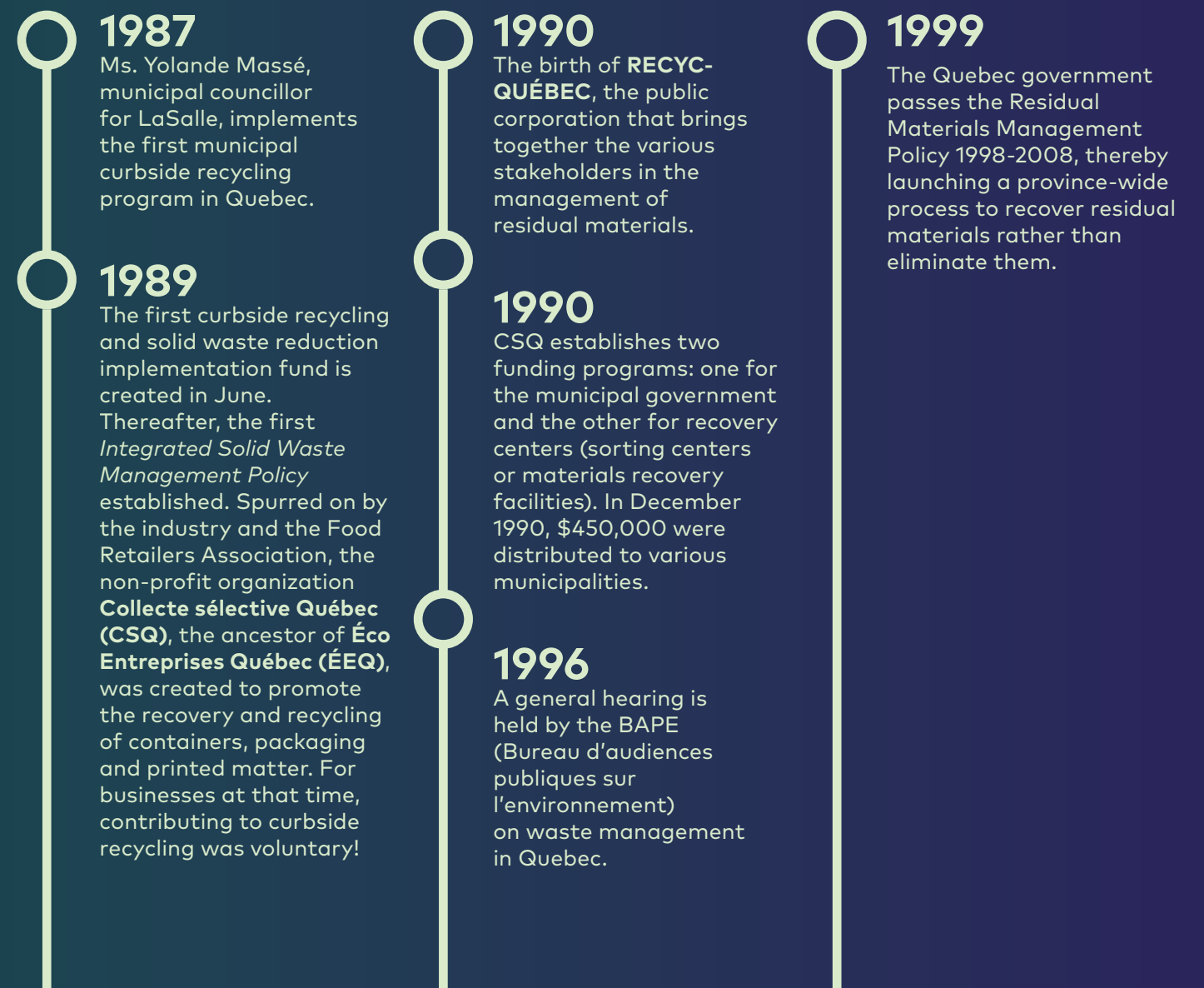
A brief history of an organization that's in it for the long run

The beginnings of recovery in Quebec

In 2020, ÉEQ celebrated its 15th anniversary, but did you know that recycling dates as far back as 3 000, B.C.? Humans discovered that they could melt down used metal objects to make new ones. Obviously, laws and regulations on recovery came much later in Quebec. In 1978, the first Regulation respecting solid waste was adopted. Let's take a look at how curbside recycling evolved in Quebec, and how Éco Entreprises Québec developed alongside it.

1980s and 1990s: Implementation of curbside recycling in Quebec

In the 1980s and 1990s, companies rallied to finance the establishment of curbside recycling on a voluntary basis and municipalities began to implement several types of waste collection programs: recyclable, domestic, hazardous, etc.



The 2000s: A decade of «firsts»

Some MRFs invest in sorting equipment, including the newly developed automated sorting lines for containers and fibers. Collection trucks transition from manual to automated pick-up accommodating 360-litre wheeled bins.

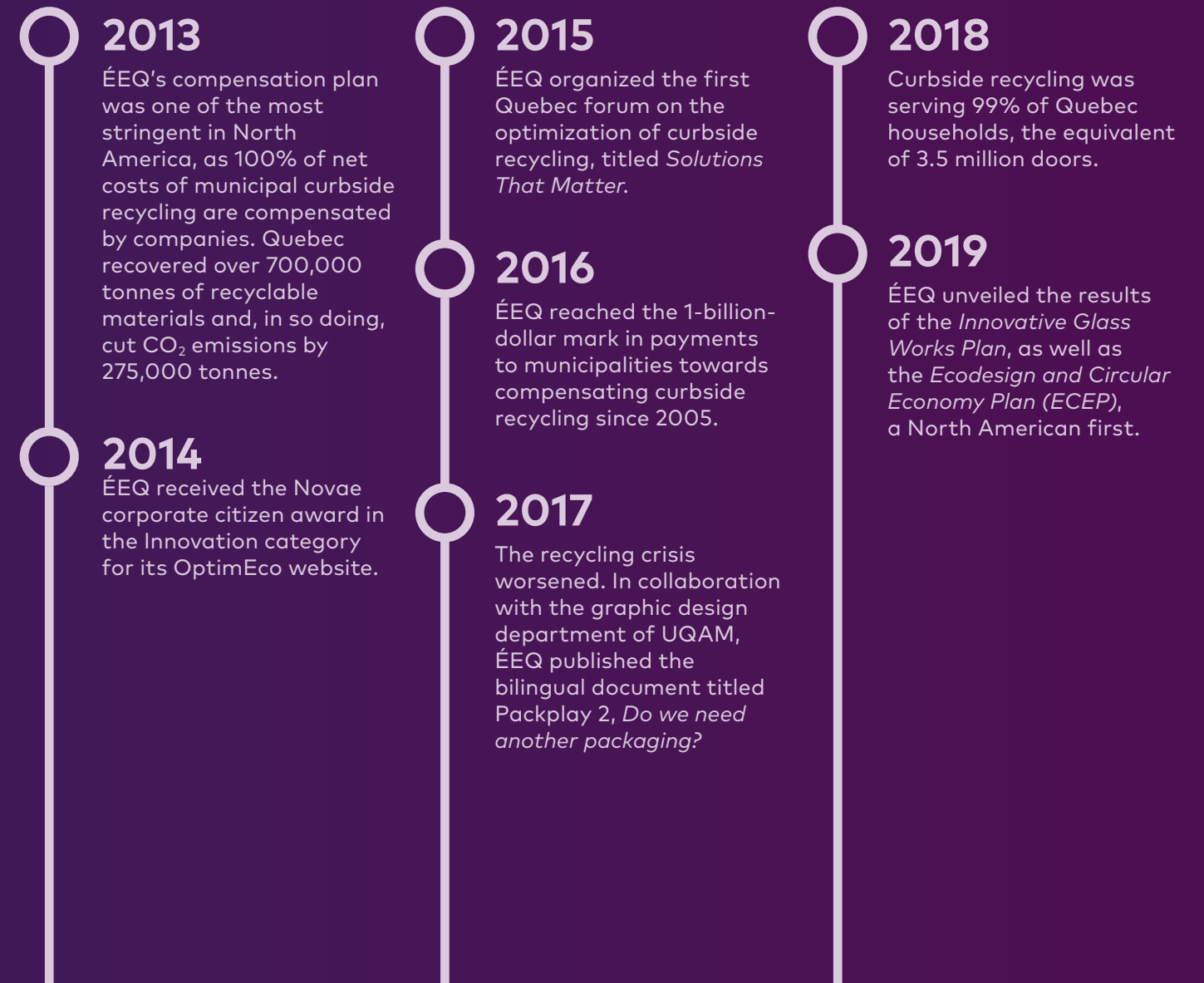
Bill 102 establishing the Compensation regime for municipal collection services was passed in 2002. In 2005, Éco Entreprises Québec was certified by the government to represent businesses in their obligation to finance municipal curbside recycling programs.

2008 to 2010: ÉEQ's role is to optimize

Between 2008 and 2010, ÉEQ positioned itself as an optimizer of curbside recycling by setting up and/or participating in several large-scale initiatives:

- Development of the Best Practices for Municipalities Guide
- Joined the International Life Cycle Chair (ILC Chair) managed by CIRAIG
- Took part in the development of the Voluntary Code of Best Practices for the Use of Shopping Bags
- Symposium on responsible production and consumption: *Producing and consuming differently*
- Founding member of the *Away-from-Home Recovery Program*, whose mission is to finance the implementation of curbside recycling in public areas and at certain ICLs
- Launch of the first credit for recycled content in North America

From 2010 to today: A booming organization



2020: A most challenging year

It was February 2020, Benoit Charette, Quebec's Minister of the Environment and the Fight against Climate Change, announced the project to modernize curbside recycling and the gradual implementation of Extended Producer Responsibility or EPR. For ÉEQ, this signals the achievement of a long process. As early as 2011, when the Quebec Residual Materials Management policy was passed, the government announced that it would study the possibility of transferring responsibilities to businesses with a view to EPR.

This reform will give businesses a global view of the system they have been financing since 2005. In a few years, they will select a designated management organization or DMO to represent them as administrators of the system.

Modernization during the global pandemic

Barely one month after the announcement of the project to modernize curbside recycling, the global pandemic brought on its share of threats and restrictions. In this context, ÉEQ continues its diagnostic work on the curbside recycling system implemented by the Government of Quebec - the first step towards the new EPR - while adjusting its organizational priorities.

In the midst of the pandemic, however, we are well aware that modernizing curbside recycling is not a top priority for our businesses and partners. To help guide them, reports on the impacts of COVID-19 on curbside recycling and on their contributions were published.

[ÉEQ in action]

In this most particular context, we have devised various initiatives to adapt and to assess the situation. Here are a few examples:

- Production and distribution of four impact reports for contributing companies:

› The impact of COVID-19 on curbside recycling in Quebec, Canada, the United States and Europe

› The impact of COVID-19 on deposit systems in Quebec, Canada, the US and Europe

› The Impacts of the COVID-19 crisis on consumption in Quebec

› The impact of COVID-19 on company contributions to the financing of curbside recycling in Quebec

- A «communications and human resources management» crisis unit is set up to improve internal communications and foster employee commitment against the backdrop of teleworking.
- A weekly strategic unit is created to help identify priorities for each member of executive management.

- [Our recommendations from insights regarding the launch of the Plan for a green economy](#) are shared with the Quebec government.

- Participation in consultations regarding the Government's Sustainable Development strategy.

Structuring during the pandemic

Despite the new reality this pandemic has imposed, the start of work to modernize curbside recycling has prompted the ÉEQ team to raise the organization's level of maturity. Throughout 2020, we improved our tools and work methods, while preparing to take on new responsibilities:

- Implementation of a stakeholder management organizational culture and CRM (Customer Relationship Management) software that goes beyond the mere management of reporting companies.
- Development of a new ERP (Enterprise Resource Planning) reporting management application and a new reporting portal.
- Implementation of Microsoft 365 to improve document management and foster collaborative work.
- Adoption of a new [transition organizational model](#) for the transition period ahead of the implementation of EPR.

The Compensation plan: Adapting and Evolving

One thing is sure: 2020 was one challenge after another. As the recovery and recycling industry continues to be impacted by the closure of Chinese markets to recovered materials, the pandemic is causing unprecedented impacts for all contributing companies and the curbside recycling system.

All business sectors have been affected and need to review their business models to cope with the new realities.

The 2021 Schedule of Contributions was therefore developed while closely monitoring the situation and taking into account a series of factors based namely on the findings of [four reports produced by ÉEQ](#) with the aim of fully understanding the repercussions of recent upheavals on the curbside recycling and deposit systems, as well as on consumer habits in Quebec.

Three main observations influenced the development of the 2021 Schedule of Contributions¹:

- Food and consumer product manufacturers and retailers will experience an increase in their quantities to report and, consequently, in their contributions.
- Some sectors are more negatively affected than others by COVID, and the rising costs ahead could make them even more fragile.

- The number of insolvent companies has increased, and ÉEQ must ensure that provisions for bad debts are sufficient to mitigate the risks to the organization and to other companies.

A new reporting portal as part of an integrated management approach

Our ECO-D reporting portal will be revamped in 2021 and companies will be able to discover this new platform during the upcoming reporting period. This will provide a better performing system boasting cutting-edge technology.

Equity: A constant metric that guides our actions

The year 2020 was in "continuous improvement" mode for our compliance and audit management team, too. Indeed, the main risk management processes in reporting have undergone a major overhaul, with the main objective of increasing equity between contributing companies and organizations. This revision also aimed to increase the use of business intelligence, increase the use of preventive approaches and better target requests to contributing companies and organizations. In short, we aim to be more efficient and effective in applying the principle of equity or fairness in the Compensation plan.

Experienced team serving companies

4

agents

7

languages mastered

34.3

million dollars in contributions collected following their reporting reminder campaign

100%

Nearly 100 % of companies salute their competencies and availability

I am proud of my team, whose members constantly strive to improve their approach and tools in order to better adapt to the different realities faced by the companies they guide.

— Isabelle Laflèche,
Director, Company Services

1. Source : (Rapport no4 - L'impact de la COVID-19 sur les contributions des entreprises au financement de la collecte sélective au Québec, Éco Entreprises Québec, novembre 2020)

Regulatory changes required for e-commerce

Electronic commerce is a constant preoccupation for companies who finance curbside recycling. ÉEQ ensures that electronic commerce companies who have a place of business in Quebec fulfil their financial obligations.

As part of the modernization of curbside recycling, the board of directors asked that Bill 65 pay particular attention to electronic commerce in order to ensure that all packaging and printed matter generated in Quebec, even those placed on the market by companies located outside Quebec, be subject to compensation.

Every company must meet its obligations, yes, but with modernized curbside recycling, there is also a matter of equity across materials being generated. Thus, the fee structure for each material will truly reflect the impact it has within the system.

— Jean-Charles Ferland,
Director, Financial Management
and Compliance

Companies: Beyond reporting

In order to take on their future societal role as curbside recycling administrators, companies that finance the system will be responsible for overseeing and supporting the implementation of the changes to come.

In addition to the persons currently submitting annual reports to ÉEQ, their colleagues from finance, procurement, environment and marketing will have to grasp the new responsibilities related to EPR.



Knowing that success is the sum of small, sustained efforts, discover the work accomplished by our teams during this first year as we progress towards a modernized curbside recycling system!





An essential (r)evolution

All stakeholders in curbside recycling agree on one point: recycling in Quebec must absolutely be reinvented. There are three key reasons for this:

- The global recycling crisis tied to the closure of foreign markets has forced us to find local and regional solutions for our materials.
- Our system is no longer suitable to handle C, P, PM & N which have evolved considerably since curbside recycling was established.
- Companies, which currently finance curbside recycling without accountability, must bear increased responsibilities in order to ensure the performance of the system.

Our ambition:

To transform curbside recycling in Quebec into a circular economy for recyclable materials that is unique in North America.

To do this, we must transition from linear management, where each actor of the value chain operates in silo-mode, to a systemic and circular management mode that relies on collaboration between actors.

Today - Linear silo management

Current Curbside Recycling System

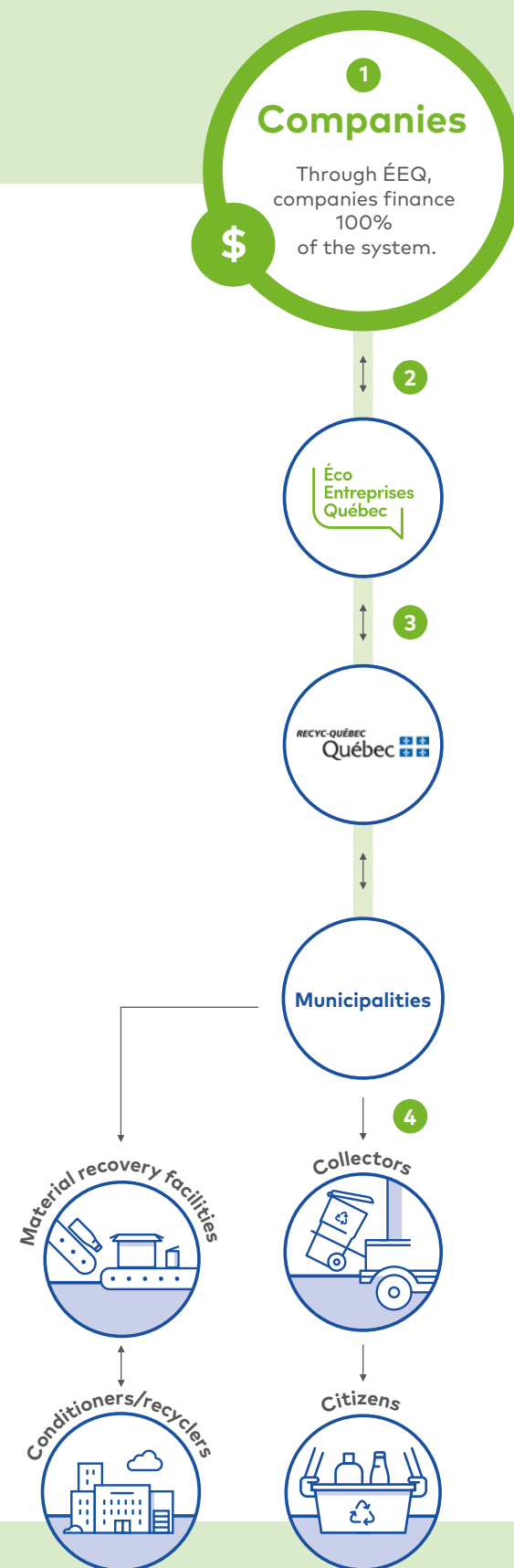
1 Companies:

- Market containers, packaging and printed matter (C, P & PM)
- Annually report the quantities and weights of C, P & PM they market
- Pay financial compensation in the amount according to their report

2 ÉEQ remits the compensation to RECYC-QUÉBEC.

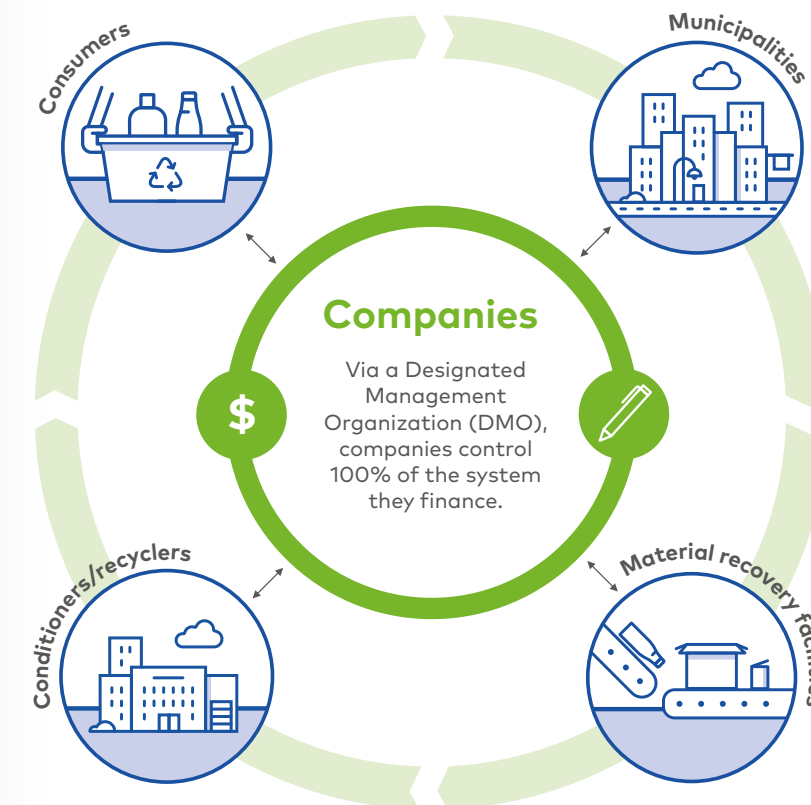
3 RECYC-QUÉBEC redistributes compensation to municipalities.

4 Municipalities grant contracts to offer the curbside recycling service to citizens and to ensure the sorting and conditioning of materials.



Tomorrow - Circular management

Modernized Curbside Recycling system



In addition to their current responsibilities, companies, via a designated management organization, will have to:

- Pay financial compensation as per their report, based on pricing that takes into account the material's impact on the system and its actual recycling capacity.

- Raise public awareness regarding good sorting practices through clear and consistent information.

- Oversee collection and transportation of recyclable materials through agreements signed with municipalities.

Publish a standardized list of accepted matters for curbside recycling for better uniformity.

Set quality criteria for materials collected.

- Oversee the quality of recyclable materials that are sorted.

Ensure transparent accountability based on the contracts.

- Standardize processing and boost local markets for recyclables.

Following the government's schedule, ÉEQ sets a 5-year timeline to bring this vision to life.

2020-2021

System diagnostics in collaboration with all stakeholders

2022-2024

Transition period: progressive ending of the compensation plan and progressive arrival of EPR curbside collection

2025 +

Implementation of Extended Producer Responsibility (EPR curbside collection)

To carry out this large-scale societal project, all actors in the curbside recycling value chain must, more than ever, work in close collaboration to achieve ambitious common objectives.

Because a modernized curbside recycling system means an economically more prosperous Quebec, and also, a greener one.

As you can guess, ÉEQ's teams are already on it and have worked hard throughout 2020 to bring the modernization project to life. Our efforts have contributed to the advancement of the four key areas we are presenting today that punctuated a year filled with changes, projects and collaborations.

Key area 1

Orchestrate better

Develop a new legal and organizational framework that places companies at the heart of the system

Key area 2

Design better

Make packaging ecodesign the norm for companies in Quebec

Key area 3

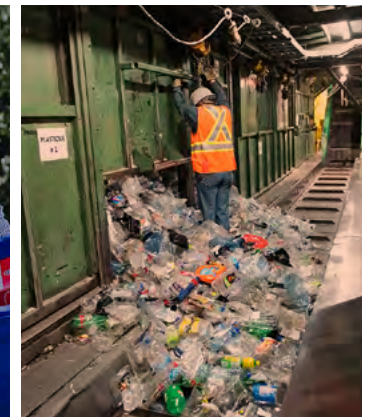
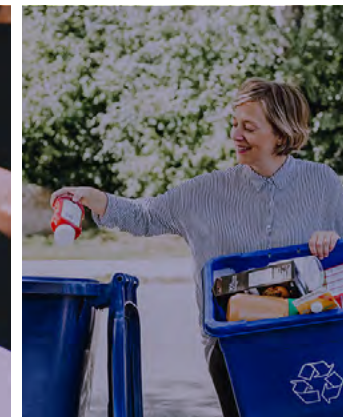
Recover better

Support Quebecers and work with municipalities to become recovery champions

Key area 4

Recycle better

Ensure better balance between marketed C, P, PM & N and recycling possibilities



Key area 1

Orches- trate it better

Develop a new legal and organizational framework that places companies at the heart of the system

[ÉEQ in action]

5

meetings of the Extended Committee on the Modernization of Curbside Recycling

7

meetings of the Association Committee

12

recommendations made as part of a brief submitted on Bill 65 produced by ÉEQ, in partnership with companies and associations

4

working groups set up by the government in which ÉEQ participated

1

new organizational structure and creation of a Transition Office for Modernization of Curbside Recycling

Bin it series

Éco
Entreprises
Québec

presents

Overview of circular economy



September 24, 2020 was an important milestone in the implementation of EPR: Bill 65 – *An Act to amend mainly the Environment Quality Act with respect to deposits and selective collection was tabled by the Government of Quebec.*

1.1 EPR: a long-awaited Bill

This first legislative step towards modernizing the curbside recycling system aimed to give the government authority to define, under future regulation, all elements required to deploy the modernized curbside recycling system, including:

- The authority to require companies that market containers, packaging, printed matter or newsprint to develop, implement and finance a curbside recycling system.
- The authority to name a single designated management organization (DMO) who will carry these responsibilities.

Together, with all our business association partners, we will ensure that the interests of companies impacted by these significant legislative and regulatory changes are fully represented. It is therefore in collaboration with the members of the enlarged curbside recycling modernization committee - from employer associations and companies - that we presented a brief on Bill 65 detailing 12 recommendations to ensure the success of the modernization of curbside recycling.

Essential reciprocity between the curbside recycling and deposit systems

Bill 65 pertains to the modernization of the deposit system as well. The curbside recycling and deposit systems manage materials flows, and refundable containers will continue to end up in recycling bins. Consequently, broadening the deposit system will represent a significant shortfall for curbside recycling. In its brief, ÉEQ recommended that the upcoming regulation, which is expected to be tabled by the fall of 2021, should include a reciprocity mechanism between the two modernized systems.



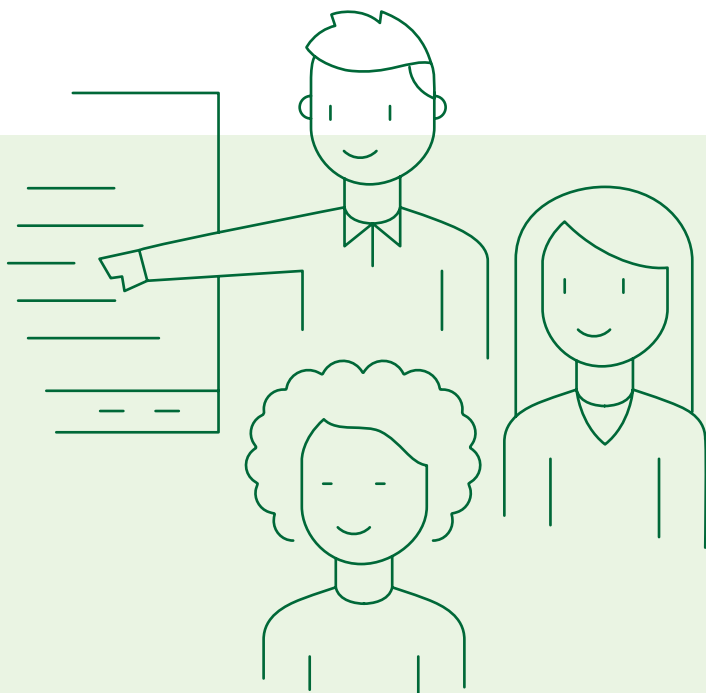


1.2 ÉEQ at the forefront of statutory work on the modernization project

2020 was also the beginning of a diagnostics period ahead of the transition to the modernized system. ÉEQ actively participated in the Action Committee for the Modernization of Recovery and Recycling, set up in May 2019, by the Minister of the Environment and the Fight Against Climate Change (MELCC) and whose mandate evolved in 2020 to focus on the following tasks:

- Have general discussions on issues pertaining to the system in order to submit courses of action or thinking points to the government.
- Contribute to work being carried out concurrently by working groups in order to submit for discussion topics identified and for which measures should be established by working groups.

Our optimization and Compensation plan teams have played a leading role in the diagnostic and orientation efforts of the four working groups set up by the MELCC, which bring together representatives of all the actors in the value chain and whose deliverables are expected this spring. As for the Minister's advisory committee and ÉEQ's Extended Committee on the Modernization of Curbside Recycling, they will continue their mandates towards the gradual implementation of EPR.



Working groups on the modernization of curbside recycling (MELCC)

- 1 Materials recovery facilities
- 2 Municipal contracts
- 3 Striking a balance between marketed materials and sorting/outlets
- 4 Legal and regulatory changes, special terms

Mandates and deliverables geared towards establishing a diagnosis of and report on the current state of the curbside recycling system

Mandate geared towards defining terms for the implementation of EPR

1.3 An Extended Committee to ensure a smooth transition towards EPR

To get this off the ground and place companies at the heart of discussions and decisions regarding the development of the modernized system, in the spring of 2020, ÉEQ set up a governance structure dedicated to modernization efforts. Together with our partners, we devised a collaborative and optimized structure to handle the transition period to EPR:

- Creation of an Extended Committee on the Modernization of Curbside Recycling, comprised of members of ÉEQ's Board of Directors, representatives of employer associations and other contributing companies, whose mandate is to make recommendations to the Board regarding positions of contributing companies on the modernization of curbside recycling and to guide the efforts of the working groups set up by the government.

5 representatives from the Board of Directors

Denis Brisebois,
Metro, Chair of the Board



Annik Labrosse,
Groupe St-Hubert



Hugo D'Amours,
Cascades



Johnny Izzi,
curbside recycling expert

Daniel Denis,
consultant economist

6 representatives from sectorial associations

Philippe Cantin,
CCCD



Michel Gadbois,
CCID



Charles Langlois,
CILQ



Françoise Pâquet,
CQCD



Dimitri Fraeys,
CTAQ



Francis Bérubé,
FCEI



9 representatives from companies approached for their expertise

Anne-Hélène Lavoie,
Sobeys



Dominic D'Amours,
Lavo



Joelle Assaraf,
Costco



Jordane Ferron,
Lowe's Canada



Magali Depras,
TC Transcontinental (GAPC)



Pascal Lachance,
Danone (GAPC)



Paul-André Veilleux,
Laiterie de Coaticook



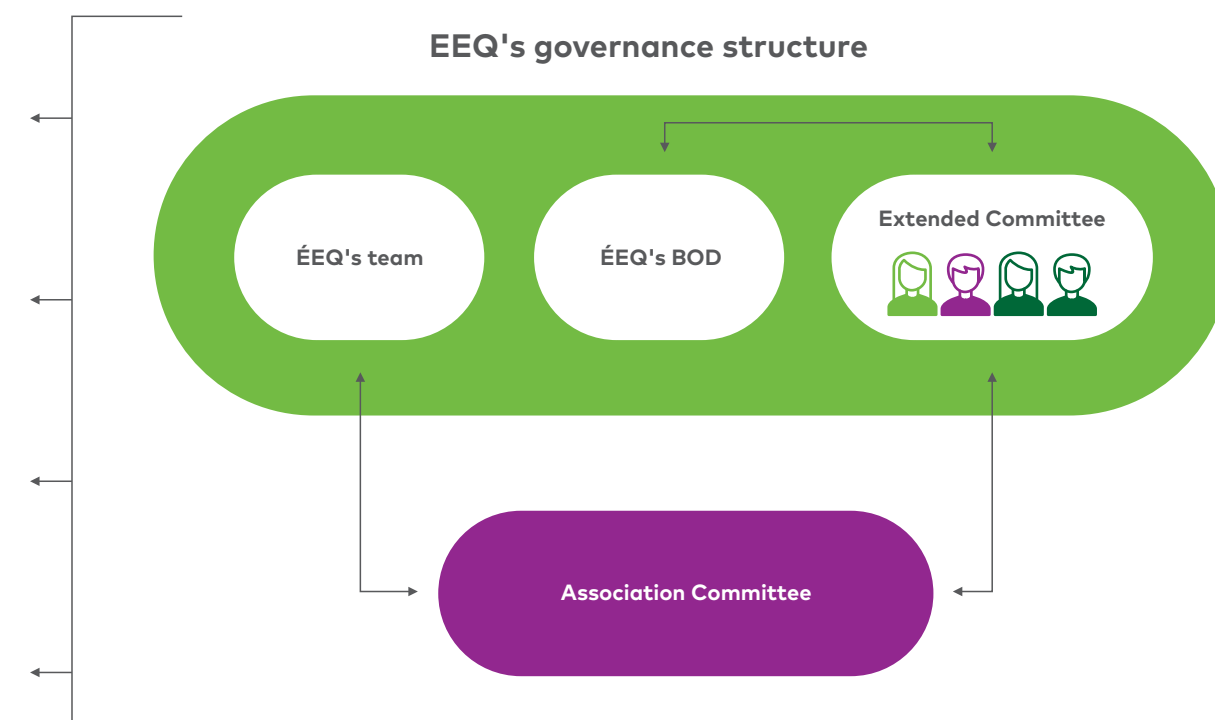
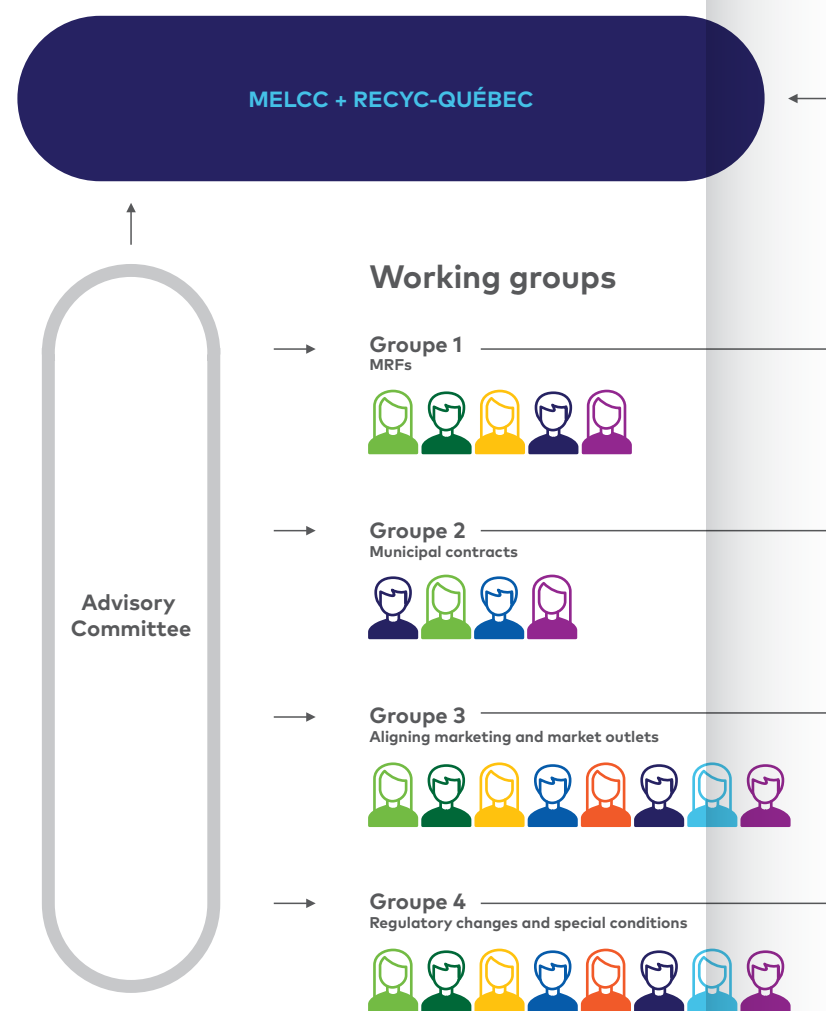
Olivier B. Charbonneau,
Lactalis Canada



Christian M. Pilon,
Société des alcools
du Québec (SAQ)



- Involvement of the Association Committee, which brings together representatives from fifteen Quebec and pan-Canadian employer associations to ensure an exchange mechanism on all files related to the Compensation plan and the modernization of curbside recycling.
- Implementation of an efficient exchange and communication structure for the transition to EPR.



Key area 2

Design Better



Make packaging ecodesign the norm for companies in Quebec

As they will be responsible for the materials marketed, companies will have to find the means to produce eco-designed packaging, by:

- Using recycled materials
- Including recycled materials to foster the circular economy
- Reducing over-packaging

Whatkindadesign? Ecodesign is a proven approach that helps improve the environmental footprint of packaging while not compromising its essential features, such as protecting the product. This method makes it possible to take a step back and analyze all the impacts of packaging on its life cycle, from the extraction of the raw materials used to its management at the end of its useful life.

[ÉEQ in action]

1

ecodesign web portal
for companies

study on compostable
packaging

study on the role of packaging
in preventing food waste

33

companies guided
along the ecodesign
process

500

Close to 500 persons
trained

Bin it series

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Entreprises
Québec

presents

Better packaging for tomorrow



2.1 Ecodesign at the heart of ÉEQ services

In 2018, an ecodesign and circular economy committee was created in order to orient and guide the organization's work on ecodesign and the circular economy. Today, packaging ecodesign is at the heart of the curbside recycling modernization project and of ÉEQ services.

Every day, our teams work to provide personalized advice to companies looking to start a packaging ecodesign process, in addition to offering training on the topic.

The burning question: Is my packaging recyclable?

To answer this question, our Ecodesign and Circular Economy and Market Development and Sorting Technologies teams have come together to create advice tailored to the business reality of companies and the handling of materials by Quebec MRFs. Several support mandates with members of both teams collaborating together were carried out in 2020. This combined expertise constitutes great added value for contributing companies who care about marketing truly recyclable packaging.

A practical tool to help companies: The ecodesign portal

At the end of 2020, we launched our new portal that allows companies to start an ecodesign process for their packaging. And more than 10,000 companies have already been able to visit the portal since then.

"The main goal is to gather a maximum of information and expertise on the subject and organize it in a simple and accessible manner, in order to provide businesses with a one-stop-shop to carry out their initiative."

— **Geneviève Dionne,**
Director, Ecodesign and Circular Economy.

[Visit the Ecodesign Portal >>](#)

Does food need to be packaged to prevent waste?

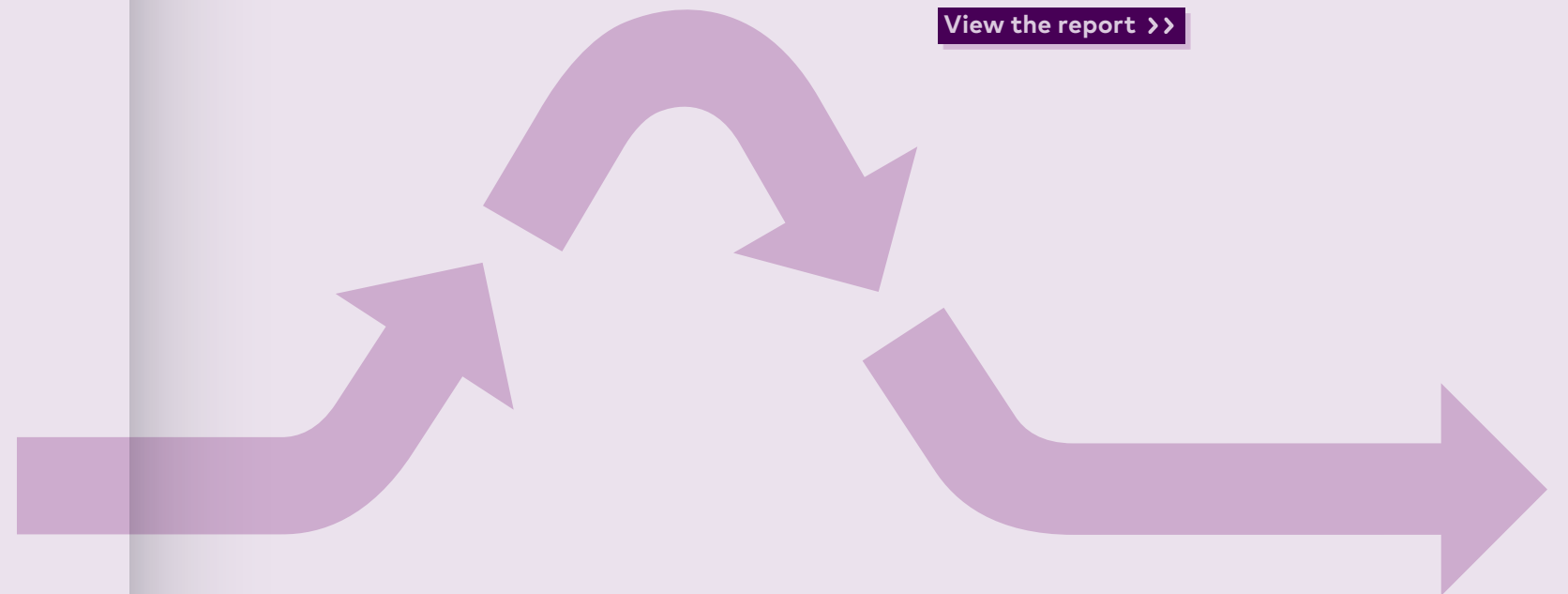
A study published by the National Zero Waste Council, in collaboration with ÉEQ, RECYC-QUÉBEC and PAC Packaging Consortium, entitled Less food loss and waste, less packaging waste, sheds light on the question.

[Read the study >>](#)

What lies ahead for compostable packaging?

ÉEQ has developed a detailed report on this category of packaging with environmental and organic matter management consultants from Solinov, and provides 12 recommendations to guide companies and the different sections of the value chain.

[View the report >>](#)



2.2 Towards greater eco-modulation of the Schedule of Contributions for companies

Last fall, a vision statement was adopted by ÉEQ's Board of Directors regarding eco-modulation:

In order to transition to pricing that is more in line with the impact of the materials across the value chain and in the context of the modernization of curbside recycling, where companies are responsible for the materials they place on the market, from their design to their recycling, eco-modulation measures will be gradually implemented starting in 2021.

The introduced eco-modulation measures must:

- Guide companies regarding choice of materials, components or processes to be used.
- Recognize and support companies' packaging ecodesign initiatives.
- Take into account the performance and impact of the material on the entire value chain.
- Encourage greater recyclability of materials with a view to the circular economy.

"By changing the application rules and the fee formula by incorporating economic measures related to ecodesign and recyclability, and by introducing ecodesign incentives, we're not just moving things forward for companies, the entire value chain will benefit from it!"

— **Marie Julie Bégin**, Vice-President, Transition Office for the Modernization of Curbside Recycling

Further to this, three eco-modulation measures have been integrated into the 2021 Schedule of Contributions:

- Disaggregate plastic laminates from HDPE/LDPE plastic film to penalize a hard-to-recycle material.
- Broaden the fee structure to include ceramic containers and packaging, which are disruptive to the value chain.
- Introduce an ecodesign incentive bonus in the form of a pilot project:

This incentive bonus pilot project has a \$1M budget funded by the containers & packaging permanent fund (representing 0.5% of the 2021 Schedule of contributions) The bonus will represent 10% of the contribution for the packaging of the product targeted by the ecodesign initiative and will be granted to companies who meet the eligibility criteria, up to a maximum of \$25,000. Moreover, several initiatives will be eligible for a single company, up to a maximum amount of \$25,000/company.

2.3 Our partner associations step up for curbside recycling

We would like to thank the business associations that participate in the effort to optimize the recyclable materials value chain, year after year.



Here are some actions for 2020:

- **The Retail Council of Canada (RCC)** produced a document and webinars on the impacts of EPR on containers, packaging and printed matter. Note also the involvement of Philippe Cantin, Senior Director, Innovation in Sustainable Development and Circular Economy at the RCC on the various committees and working groups of the government and ÉEQ, in connection with the modernization of curbside recycling.
- **The Food Processing Council of Quebec (CTAQ)** leads a "packaging" committee and annually holds food innovation awards to recognize innovations in packaging. Their Vice-President, Innovation and Economic Affairs, Dimitri Fraeys de Veubeke, also takes part in various government and ÉEQ committees and working groups, in connection with the modernization of curbside recycling.
- **The Quebec Dairy Council (CILQ)**, the Quebec Retail Council (CQCD) and the Canadian Federation of Independent Business (CFIB) are all involved in the work of one of the groups on the modernization of curbside recycling in addition to sitting on ÉEQ committees.

- **The Quebec Retail Council** presented the webinar titled "L'emballage en (R)évolution", by Geneviève Dionne, Ecodesign and Circular Economy Director at ÉEQ, in June 2020.
- We wish to acknowledge the work of the Canadian Produce Marketing Association (CPMA), sister organization of the Quebec Produce Marketing Association (QPMA). The CPMA conducted a review of plastic packaging in the produce sector and a Plastic Packaging Roadmap, in which some members of the QPMA participated. A Preferred Plastics Guide was also published by the CPMA.
- **The Canadian Consumer Specialty Products Association (CCSPA)** invited Marie Julie Bégin, our Vice-President, Transition Office for the Modernization of Curbside Recycling, to present the modernization of curbside recycling in Quebec during a webinar in December 2020.
- **The Convenience Industry Council of Canada (CICD)** has collaborated on the development of a reporting assistance tool tailored for convenience stores.

Bin it series

Éco
Entreprises
Québec

presents

Ecodesign,
where collaboration
is key



Key area 3

Recover Better

Helping Quebecers become recovery champions

Too often, we tend to think the bin has magical powers. Just because you place a material in it doesn't mean it will be recycled or not end up in a landfill. Conversely, too much packaging ends up in the landfill whereas it could get a second life if it were recovered. In order to help Quebecers become recovery champions, we show them how to choose truly eco-responsible packaging, while giving them the knowledge they need to better understand how the curbside recycling system works: behind the scenes!

[ÉÉQ in action]

1

video series on
modernization from
behind the scenes

website to demystify
curbside recycling

29

municipal support and
guidance mandates

157

media mentions

12 years setting up recovery equipment in municipal areas

2020 saw the conclusion
of the Away-From-Home
Recovery Program.

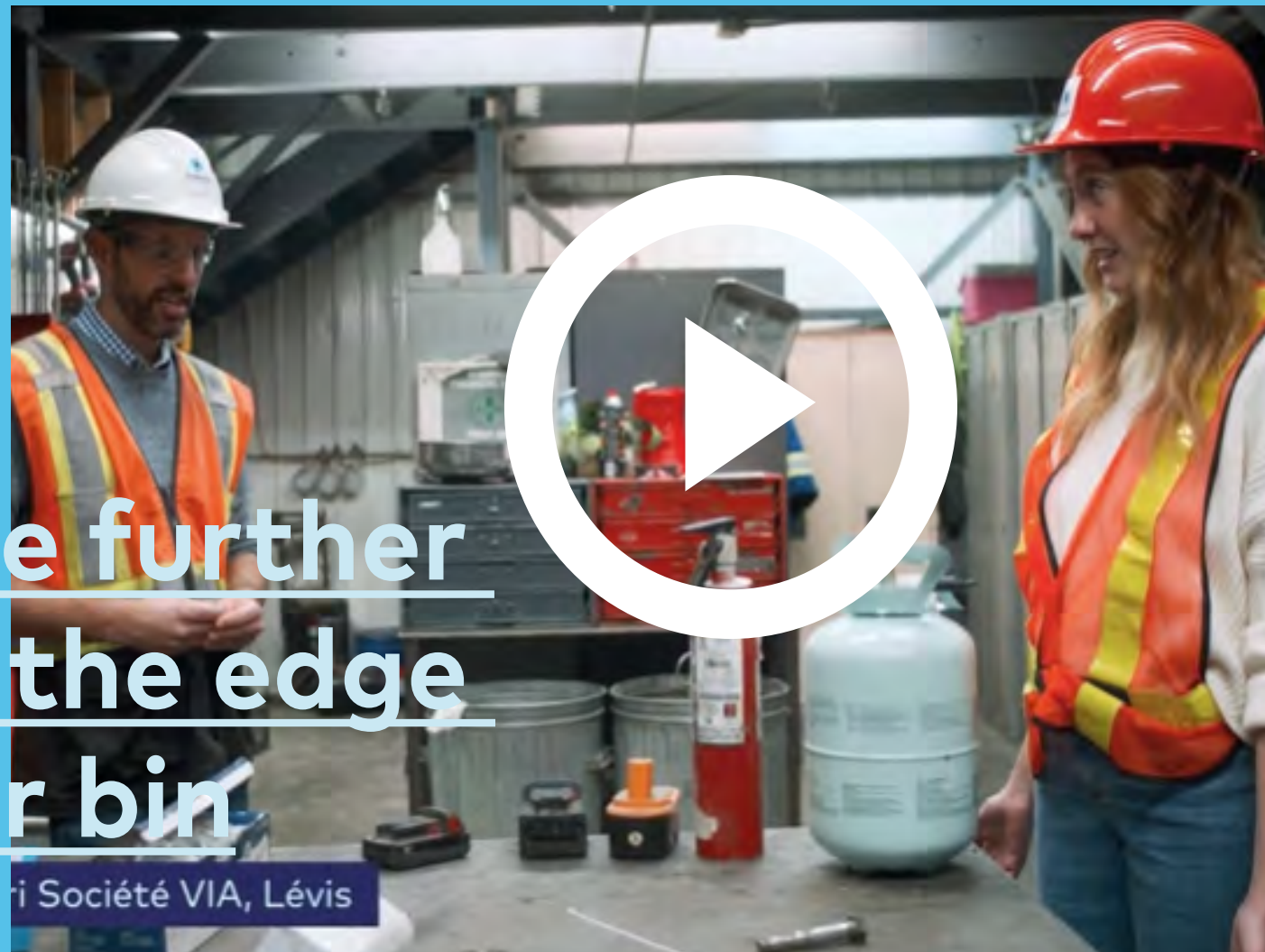
- 19 projects carried out in 2020
- 20,000 pieces of recycling equipment installed throughout Quebec
- 17,000 tonnes of recyclable materials not sent to landfills each year

Bin it series

Éco
Entreprises
Québec

presents

To see further
than the edge
of our bin



3.1 Demystifying what's behind the modernization of curbside recycling

In 2020, we revised our digital strategy to offer content tailored to our various audiences. Today, the unique identity of ÉEQ is built through publications on our three main social platforms: LinkedIn, Facebook and Instagram. No fewer than 2,000 members have joined our LinkedIn page this year, while our Instagram account has helped us reach a younger audience. Our presence on Facebook has continued growing. For our members, the success stories of local businesses have generated tremendous interest. ÉEQ also relays innovative projects that contribute to improving the curbside recycling system.

LinkedIn

- Over **5,100** subscribers to our LinkedIn page, an increase of more than 2,000
- **13,200** engagements: reactions, comments and shares

Instagram

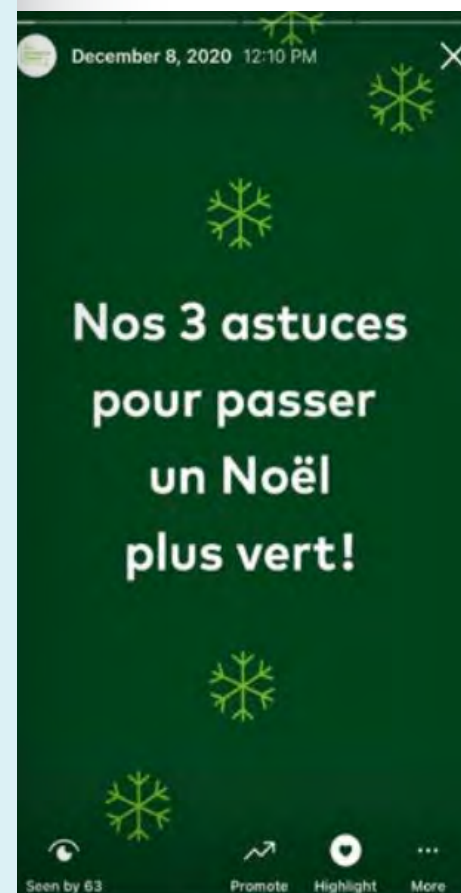
- Creation of a **500-person** community and counting

Facebook

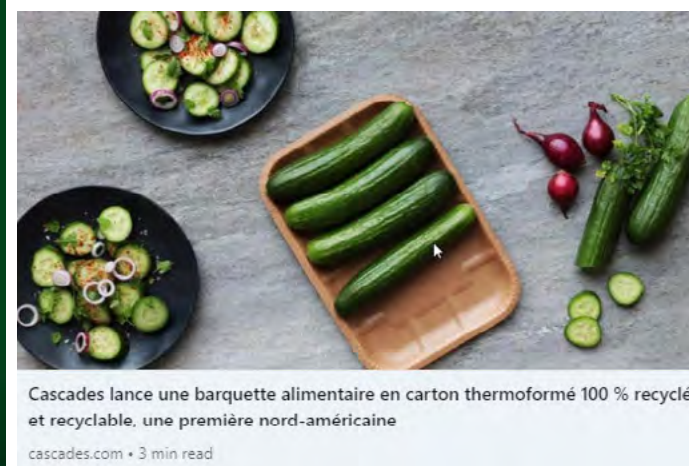
- Over **8,200** subscribers, constantly increasing
- **1.47 million** impressions: number of times our content was viewed



Consommation responsable
[con·so·mma·tion res·pon·sa·ble] n.f.

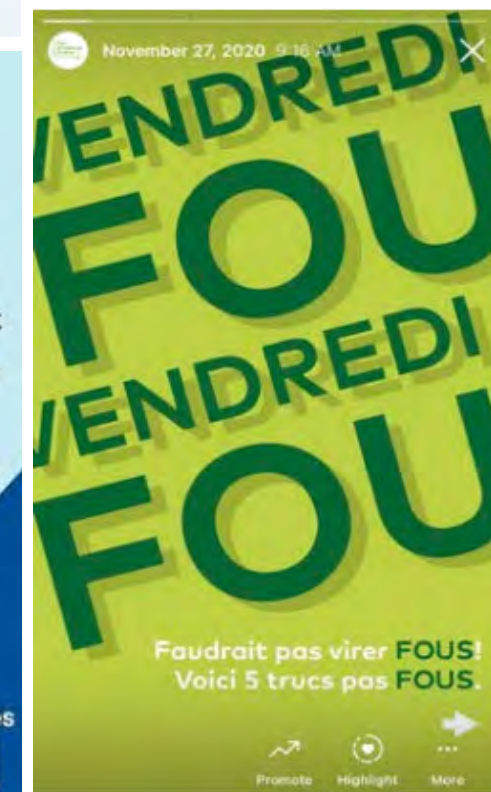


Économie circulaire
[é·co·no·mie cir·cu·laire] n. f.



22,2 M
Tonnes de GES correspondant à la perte et au gaspillage alimentaire au Canada.

Saviez-vous ça?



What do we have in store for 2021?

The Bin it video series takes viewers on a tour of the curbside recycling system and highlights its ongoing transformation. Hosted by Rose-Aimée Automne T. Morin, see a preview of the 6 short episodes in this report.



As a complement to the video series, the interactive website called Bac-à-Bac aims to demystify what's behind the modernization of curbside recycling.





3.2 ÉEQ informs its partners of its commitment to modernization

In order to inform curbside recycling stakeholders regarding the challenges and benefits of the modernization project, our teams took part in several conferences, seminars and webinars in 2020, in addition to being the instigator of certain events.

Here is a summary of the public speaking engagements we participated in during 2020:

Date	Place	Event	Partner
February 13 and 14, 2020	Trois-Rivières	Atelier des grandes villes	Presented and organized by ÉEQ
March 10 and 11, 2020	Quebec	Salon des technologies environnementales du Québec (TEQ)	Réseau Environnement
June 18, 2020	Virtual	Webinar on the modernization of curbside recycling	Presented and organized by ÉEQ
June 9, 2020	Virtual	Webinar on COVID-19: L'emballage en (r)évolution	Quebec Retail Council (QRC)
June 12, 2020	Virtual	Impacts on the curbside recycling and deposit systems	Association des directeurs généraux des municipalités du Québec (ADGMQ)
November 4 and 5, 2020	Virtual	21e Colloque sur la gestion des matières résiduelles	Réseau Environnement
November 5, 2020	Virtual	Presentation on the modernization of curbside recycling	Association des directeurs généraux des municipalités du Québec (ADGMQ)
November 6, 2020	Virtual	Presentation on the modernization of curbside recycling	Association des directeurs généraux des MRC du Québec (ADGMRCQ)

3.3 Be the voice of modernization in news medias

A proactive press relations strategy was defined this year in order to promote ÉEQ's positioning across its various target audiences.

- 10 press releases
- 31 interviews
- 157 media mentions

As we were present across all types of media platforms - TV, radio, internet and print - our approaches made it possible to reach a variety of audiences, both in mass media and in more specialized publications.



3.4 Representations that go a long way

With contacts and partnerships in Canada and around the world, ÉEQ is positioned as a recognized leader in optimization and producer responsibility with regards to curbside recycling.

Date	Place	Conference
January 22, 2020	Maine, United States	Invitation from the State of Maine to present ÉEQ's experience regarding extended producer responsibility
February 27, 2020	Ottawa, Ontario, Canada	Presentation at the Greening Growth Partnership & Economics and Environmental Policy Research Network Annual Symposium, organized by the Smart Prosperity Institute
March 5, 2020	Toronto, Ontario, Canada	Annual recycling conference presented by the Ontario Waste Management Association (OWMA)
June 17 and 18, 2020	Virtual	Participation in virtual conferences of the Sustainable Packaging Coalition
September 30, 2020	Virtual	Participation at SIAL Canada 2020
October 7 and 8, 2020	Virtual	Presentation to members of the Canadian Consumer Specialty Products Association (CCSPA) during the Coast Waste Management Association Conference

Key area 4

Recycle Better



Ensuring better balance between C, P, PM & N marketed and recycling possibilities.

The recycling crisis has exposed the necessity for us to recycle, here at home, the materials that have been used locally, and give them a second lease on life here, or near here. With the modernization of curbside recycling, companies will handle the recycling of C, P, PM & N they market, as they will have control over the curbside recycling system.

More than ever, packaging marketers want to source resin or recycled fiber. The modernization of curbside recycling means opportunities to reintroduce our recyclable materials into the circular economy loop.

[ÉÉQ in action]

1

Plastics Action Plan

14

meetings of the MRF working group

7

meetings of the marketing and sorting/outlets working group

10

meetings with the Circular Plastics Taskforce (or GAPC)

Bin it series

Éco
Entreprises
Québec

presents

The ups and downs of a full bin



4.1 Diagnose and ensure adequate matching between input and output

In 2019, as you may recall, we announced the creation of a Market Development and Sorting Technologies direction. Since then, the team is up and running and on track to further the expertise on recyclability, a matter of strategic importance to achieve the establishment of an eco-modulated fee structure.

[Find out more about the team >>](#)

2020 was the perfect time to develop knowledge on the topic and closely analyze the situation of the Quebec curbside recycling system.

Our Market Development and Sorting Technologies team is involved in the government's working groups, takes part in diagnostic efforts regarding MRFs and studies the balance between materials placed on the market and how these are sorted, as well as their outlets. The diagnostics have enabled us to carry out various activities in order to crystallize the portrait of the value chain in 2020, specifically:

- Map the players in the field of recycling and processing, while taking care to document the materials processed by each of them.
- Evaluate the impact of materials on the system and mainly on the operations of the various MRFs, but also with regards to their potential on local markets.
- Monitor packaging trends that may carry opportunities regarding the integration of recycled content or ecodesign.
- Identify the materials that will be accepted in municipal curbside recycling in Quebec ahead of the implementation of the new system in 2025.

The first step towards any solution is knowledge. In this transition to modernized curbside recycling, we must ensure that the picture we draw of the situation is accurate, while considering all the issues involved.

— Normand Gadoury, Director, Market Development and Sorting Technologies

4.2 Solutions for plastics

Plastics are omnipresent in packaging. To continue enjoying the benefits they offer, we need to mitigate their downsides, including by improving their performance in the curbside recycling system. It is with this premise in mind that in early 2020, we launched ÉEQ's Plastics Action Plan based on a roadmap to specifically address the challenges of that class of materials.

[Find out more about the Plastic Action Plan >>](#)

Here too, the goal is to gather the information required to develop a coherent action plan. Examples of projects include an analysis of the key success factors for the overflow of mixed plastics, as well as an analysis of some challenging materials, including PVC and compostable plastic.

4.3 Glass sorting equipment for Montreal

Supporting MRFs to improve their infrastructure and optimize their practices is a must to modernize the curbside recycling system.

And so, the new City of Montréal materials recovery facility located in Lachine was inaugurated at the end of 2019. We announced a latest generation equipment donation to ensure the most efficient processing possible for glass collected via curbside recycling.

And we got it done! The equipment was delivered in 2020 and installation was completed in early 2021.



4.4 Spotlight on the Circular Plastics Taskforce (or GAPC)

At the beginning of the year, five leading food, beverage and packaging companies announced they were joining forces to create the Circular Plastics Taskforce.

As a financial partner and advisor, we played an active role in defining the orientations of the project, in addition to providing unparalleled advice regarding the reality of the recyclable materials value chain.

[Find out more about the GAPC >>](#)

In 2020, this bold collaboration helped us carry several projects at the same time, including:

- Diagnosis regarding curbside recycling plastics
- Preliminary analysis of markets and of sorting and recycling capacities for recyclable materials generated by industry, commercial and institutions (ICIs)
- Carrying out 5 simulation tests to strengthen relations between MRFs, conditioners and recyclers of mixed plastics

This project highlights the added value in having all forces, be they private or public, rally around modernizing curbside recycling.



Bin it series

Éco
Entreprises
Québec

presents

Uniting
our forces to
recycle better



Disclosure on Gover- nance

ÉEQ Management Team*

For several months now, ÉEQ has been making changes, and is adapting its organizational model ahead of the transition to the modernized curbside recycling system.

The Board of Directors has recently approved the implementation of the new matrix management model, including the creation of a dedicated Transition Office for the Modernization of Curbside Recycling system, allowing for better response to emerging needs and roles and ensuring efficient collaboration with its internal and external partners. New nominations were announced in February 2021.



**Maryse
Vermette**

President & CEO



**Mathieu
Guillemette**

Senior Director,
Modernization of Curbside
Recycling and Schedule
of Contributions



**Jean-
Charles
Ferland**

Director, Financial
Management
and Compliance



**Isabelle
Laflèche**

Director,
Company Services



**Geneviève
Dionne**

Director, Ecodesign
and Circular economy



**Yourianne
Plante**

Director, Public Affairs
and Communications



**Marie Julie
Bégin**

Vice-President,
Transition Office
for the Modernization
of Curbside Recycling



**Hugo
Lapointe**

Vice-President,
Financial Management
and Organizational
Performance



**Normand
Gadoury**

Director, Market
Development
and Sorting Technologies



**Joëlle R.
Chiasson**

Director,
Legal Affairs

* including changes in effect since February 2021

Board of Directors



Denis Brisebois ^{2,3,5}

Chair of the Board and President of the Human Resources Committee

Appointed to the Board on June 12, 2009

Representative designated by Metro Inc.

"Voicing questions, advocating, and dreaming of a perennial curbside recycling system has paid off. Here we are, on the opening pages of a chapter that looks promising for the future of recycling in Quebec. As Chairman of the Board of directors, I am proud to see that those efforts are being rewarded: we're on our way to a modernized curbside recycling system!"

1. Member of the Audit and Finance Committee 2. Member of the Governance and Ethics Committee 3. Member of the Human Resources Committee 4. Member of the Ecodesign and Circular Economy Committee 5. Member of the Extended Committee on the Modernization of Curbside Recycling



Sylvain Mayrand ^{1,3}

Vice-Chair of the Board

Appointed to the Board on January 22, 2010

Representative designated by A. Lassonde Inc.

"Lassonde's dream used to be to help local growers with their surplus harvest, but today's challenges have led us to imagine a modernized curbside recycling system, one that enables us to reduce the environmental footprint of our packaging. I am pleased to say that, that mission is far from being impossible - quite the opposite!"



Serge Proulx ^{1,4}

Secretary-Treasurer of the Board

Appointed to the Board on June 10, 2016

Representative designated by TELUS Quebec

"I'll be celebrating my fifth year sitting on the Board of ÉEQ. Five years optimizing curbside recycling and laying the foundations to modernize it...Well, here we are! There are still many challenges ahead, but I'm confident our common vision will see us through them all. And in five years, I'll be able to say: We made it!"



Thierry Lopez ²

Board Member

Appointed to the Board on April 21, 2016

Representative designated by Best Buy Canada Ltd.

"At Best Buy, our eco-responsibility means adapting and developing our activities to reduce greenhouse gas emissions and waste. We are dedicated to making a positive impact on the planet by offering green technologies and stimulating the circular economy through initiatives like our e-waste and battery recycling programs. I am proud to contribute to ÉEQ's efforts to build a more sustainable Quebec."



Hugo D'Amours^{4,5}

Board Member

Appointed to the Board on April 29, 2020

Representative designated by Cascades inc.

"Circular economy has been part of Cascades' DNA from day one. Our transversal role within the curbside recycling system, from contributing company to processor/recycler, means we are strategically positioned to ensure the performance of the system here in Quebec."



Annik Labrosse^{4,5}

President of the Ecodesign and Circular Economy Committee

Appointed to the Board on February 1, 2020

Representative designated by Groupe St-Hubert inc.

"As a member of the Board of directors of ÉEQ, I am very proud to continue contributing to the advancement of portfolios that are important for our industry and for Quebec's society in general. At a time where so many changes are happening, when the population is increasingly aware of the impact of their consumer habits on the future, environmental initiatives are especially relevant."



Benoit Faucher³

Board Member

Appointed to the Board on April 29, 2020

Representative designated by Boulangerie St-Méthode

"Supporting the executive management team regarding key strategies to be deployed is at the core of my participation on the Board of ÉEQ. In the context of modernizing curbside recycling, it is important to rely on the involvement of manufacturers such as Boulangerie St-Méthode."



Édith Filion

Board Member

Appointed to the Board on December 8, 2017

Representative designated by the Société des alcools du Québec

"As administrator of ÉEQ, I am proud to contribute to the transformation of curbside recycling in Quebec in order to promote a circular economy for recyclable materials at the best possible cost to businesses and citizens."



Michel St-Jean^{2,4*}

Board Member

Appointed to the Board on April 29, 2020

Representative designated by Patrick Morin inc.

"Patrick Morin hardware centers market and/or distribute many different types of packaging. It's important for us to make sure that those materials will ultimately relive in other forms, thanks to the creation of a true circular economy in Quebec."

* Michel St-Jean left the Board in February 2021

Non-Member Directors



Ginette Pellerin³

Board Member

Appointed to the Board on April 24, 2015

"Knowing that companies will transition from being payers to lead actors in the curbside recycling system is a source of tremendous pride for me. I am filled with enthusiasm at the idea to transform curbside recycling together with colleagues who are as competent and dedicated as the ÉEQ team and its administrators."



Johnny Izzì^{2,3,5}

Chair of the Extended committee on the modernization of curbside recycling

Appointed to the Board on April 24, 2015

"It's possible for companies to combine economic progress and environmental progress. Making sure that the current curbside recycling system adequately supports recycling for the containers, packaging and printed matter marketed is an important lever with regards to eco-responsibility. It is with that premise in mind that I joined the Board of ÉEQ in 2015, and I now see the positive changes that are happening."



Daniel Denis^{1,5}

Chair of the Audit and Finance Committee

Appointed to the Board on April 29, 2020

"Selective collection is definitely not THE solution to all our environmental challenges, but it is AN important, concrete response within everyone's reach to improve our living and natural environments. My commitment to the ÉEQ Board aims to facilitate and encourage the achievement of the targeted results of curbside recycling, while promoting and improving the performance of the system that supports it."



Pierre Renaud^{2,4}

Chair of the Governance and Ethics Committee

Appointed to the Board on April 24, 2015

"In order to support our commitments to improving curbside recycling, the circular economy of residual materials and the ecodesign of products and packaging, we must modify our organizations, our behavior, our institutions and the nature of our economic development. For present and future generations, we must, therefore, manage our natural resources and residual materials with respect, governance and ethics to ensure true sustainable development."

Disclosure on Governance

Composition of the Board of Directors

In accordance with the general by-laws of the organization, the board of directors is made up of ten (10) representatives of targeted companies and organizations, and four (4) representatives with a skills and experience profile related to the value chain of the Quebec curbside recycling system for containers, packaging and printed matter.

Half of the positions on the board of directors, i.e. five (5) members and two (2) non-members, are elected every year. This alternating formula ensures greater stability within the board, while allowing adequate file monitoring. Directors are appointed for two-year terms and their mandate is renewable.

Directors elected during the Annual General Assembly held on April 29, 2020

During the Annual General Assembly of April 29, 2020, the following Directors were elected by acclamation

Member Directors

Benoit Faucher, Boulangerie St-Méthode
Édith Filion, Société des alcools du Québec
Thierry Lopez, Best Buy Canada Ltée
Sylvain Mayrand, A. Lassonde inc.
Michel St-Jean, Patrick Morin inc.

Non-member Directors

Daniel Denis
Pierre Renaud

As of December 31, 2020, the Board of directors had thirteen (13) Directors and one position left vacant following the departure of Ms. Martine Desmarais.

During the 2020 fiscal year, the Board of directors met eight (8) times and board committees met thirteen (13) times.

Board Attendance

Board Meetings

Denis Brisebois, Chair	7/8
Sylvain Mayrand, Vice-President	8/8
Serge Proulx, Secretary-Treasurer	8/8
Michel Camirand	2/2
Nathalie Comeau	0/2
Hugo d'Amours	5/6
Daniel Denis	6/6
Benoit Faucher	6/6
Édith Filion	7/8
Johnny Izzi	8/8
Annik Labrosse	7/7
Thierry Lopez	5/8
Ginette Pellerin	8/8
Pierre Renaud	8/8
Michel St-Jean	6/6

Remuneration

Although permitted under general by-laws, the Board of directors has chosen not to remunerate member directors who represent contributing companies. However, non-member directors receive remuneration in the form of attendance fees. In addition, in 2016, the Board of directors adopted a resolution allowing the payment of this same compensation to non-member directors for their participation in the organization's strategic planning days.

Work of the Board of Director Committees as of December 31, 2020

Extended committee on the modernization of curbside recycling

Following the announcement of the modernization of curbside recycling in February 2020, the Board of directors adopted a governance structure to carry out the work during the diagnostics and transition period to curbside recycling EPR. A new extended committee of the Board of directors, including external participants representing contributing companies and employer associations, was created in April 2020.

The committee's mandate is to develop the positions of companies subject to the modernization of curbside recycling and EPR in partnership with municipalities, to guide the work of the working groups set up by the government for the diagnostics period and report to the ÉEQ board of directors, to employer associations through Association committee meetings and to targeted companies.

The Committee held four (4) meetings during the year. It recommended seven (7) positions to the ÉEQ Board of directors, including one on recognition criteria for the nomination of a designated management organization for curbside recycling EPR.

Composition the Committee and meeting attendance

Board Members

Denis Brisebois	4/4
Hugo D'Amours	4/4
Daniel Denis	4/4
Johnny Izzi, Committee Chair	4/4
Annik Labrosse	3/4

Contributing company representative members

Joelle Assaraf, Costco	4/4
Olivier B. Charbonneau, Lactalis Canada	3/4
Magali Depras, TC Transcontinental – GAPC	4/4
Pascal Lachance, Danone – GAPC	3/4
Jules Foisy Lapointe, Lowe's Canada	2/4
Anne-Hélène Lavoie, Sobey's	4/4
Christian M. Pilon, Société des alcools du Québec	1/1
Paul-André Veilleux, Laiterie Coaticook	4/4

Association representative members

Francis Bérubé, FCEI	2/2
Philippe Cantin, CCCD	4/4
Dimitri Fraeys, CTAQ	4/4
Michel Gadbois, CCID	4/4
Gopinath Jeyabalaratnam, FCEI	2/2
Charles Langlois, CILQ	2/4
Françoise Pâquet, CQCD	4/4
Caroline Piché, ADICQ	2/2

Governance and Ethics Committee

Under the general regulations in effect at the April 29, 2020 annual general assembly, the Governance and Ethics Committee has the mandate to generate the list of candidates for nomination to the positions of directors.

The Committee held four (4) meetings during the year. One of these meetings was called to draw up the list of candidates for the 2020 election, and another to take stock of Board vacancies and receive applications to fill these positions. The committee also initiated a review of the responsibilities of the members of the Board of directors with regards to ethics, professional conduct and their duty of confidentiality, as well as with regards to information confidentiality, including the improvement of the continuing education program for directors as well as the evaluation process for members of the Board of directors. As part of the governance reform of ÉEQ with a view to modernizing curbside recycling, it also recommended that the Board of directors resolve to include member company representatives in the committee. Finally, the committee participated in the development of the 2021-2024 Strategic plan.

Composition of the Committee and attendance

Pierre Renaud, Committee Chair	4/4
Denis Brisebois, Board Chair	3/4
Johnny Izzi	4/4
Thierry Lopez	3/4
Michel St-Jean	1/1

Human Resources Committee

The Human Resources Committee held two (2) meetings during the year. Its members analyzed the CEO's report and performed the CEO's review. It also studied, for recommendation, the budget forecasts for the 2021 payroll and the total compensation policy and received the report on salary surveys and employee performance reviews. Finally, it recommended to the Board of directors that the new organizational model 2021-2024 be adopted as part of the transition to the modernization of curbside recycling.

Composition of the Committee and attendance

Denis Brisebois, Board and Committee Chair	2/2
Benoit Faucher	2/2
Johnny Izzi	2/2
Sylvain Mayrand	2/2
Ginette Pellerin	2/2

Audit and Finance Committee

During its four (4) working sessions, the Audit and Finance Committee reviewed financial statements ending December 31, 2020, and the audit mandate for the 2021 fiscal year.

It reviewed the 2020 work plan and the committee's mandate, as well as the financial commitment policy and investment policy. It produced a follow-up report on the evaluation of effectiveness of key controls within the Compensation plan processes. It reviewed the organization's insurance portfolio. It followed up on the organizational risk management policy. It reviewed the safety policy as well as the enterprise risk management policy for recommendation purposes. Finally, it analyzed 2020 budget forecasts for recommendation to the Board.

Composition of the Committee and attendance

Édith Fillion, Committee Chair	4/4
Daniel Denis	4/4
Sylvain Mayrand	4/4
Serge Proulx	4/4

Ecodesign and Circular Economy Committee

The Ecodesign and Circular Economy Committee held three (3) meetings during the year. It followed up on the Ecodesign and Circular Economy Plan (PEEC), discussed areas of collaboration with RECYC-QUÉBEC and recommended a vision statement on the eco-modulation of the Schedule of Contributions to the Board of directors.

Composition of the Committee and attendance

Annik Labrosse, Committee chair	3/3
Hugo D'Amours	3/3
Sonia Gagné (external member)	3/3
Serge Proulx	1/3
Pierre Renaud	3/3
Michel St-Jean	2/3

List of members

129157 Canada inc.	9098-8585 Québec inc.	Aliments Altra Distributeurs inc.	Apotex inc.
145047 Canada Ltée	9192-7442 Québec inc.	Aliments Fondue paysanne inc. (les)	Apple Canada
149667 Canada inc., pour le compte de Centre Hi-Fi	9217-5231 Québec inc.	Aliments Krispy Kernels inc.	Arbonne International Distribution, inc.
167395 Canada inc.	9226-4985 Québec inc.	Aliments la Bourgeoise inc.	Aritzia
167986 Canada inc.	9259-7269 Québec inc. (Marché C&T)	Aliments Leika inc. (les)	Arla Foods inc.
1801794 Ontario inc.	9297-8543 Québec inc.	Aliments Nutrisoya inc.	Armoires de Cuisines Action, une division de 2757-5158 Québec inc.
2318-4211 Québec inc.	9307-2809 Québec inc.	Aliments Pasta-Mer	Armstrong World Industries, inc.
2330-2029 Québec inc.	9941762 Canada inc.	Aliments Putters inc.	Arrow Games inc.
2421-0072 Québec inc.	A & W food services of Canada inc.	Aliments Trans Gras inc. (les)	Artika For Living inc.
2639-1862 Québec inc.	A Belisle et fils SENC	Aliments Ultima inc.	Aryzta Limited
2944715 Canada inc.	A. Lassonde inc.	Allergan inc.	ASM Canada inc.
2970-7528 Québec inc.	A. Setlakwe Itée	Alliance des moniteurs de ski du Canada	Association de Villégiature de la Station Mont-Tremblant
3096-7087 Québec inc.	A.E. McKenzie Co ULC	Alliance Mercantile inc.	Association touristique de Manicouagan
3289419 Canada inc.	A1 Imports inc.	Allstate Insurance Company of Canada	Association touristique des Laurentides
3717291 Canada inc.	AA Pharma inc.	Altex inc.	Association touristique régionale de la Gaspésie
3834310 Canada inc.	ABB Electrification Products	Amaro inc.	Association Touristique Régionale Saguenay-Lac-Saint-Jean
3855155 Canada inc. (Supermarché P. A.)	Abbaye Saint-Benoit	Am-Cam Électroménagers inc.	AstraZeneca Canada inc.
3M Canada	Accent-Fairchild Factory Group	Amer Sports Canada Sales Company	Atis Portes et Fenêtres Corp.
4021487 Canada inc.	Acces Floral inc.	American Eagle Outfitters Canada Corporation	Atkins et Frères inc.
6254250 Canada inc.	Acema Importations inc.	Amerispa inc.	Atrium Innovations inc.
6851932 Canada inc.	Acer America Corporation	Ameublements Tanguay, Centre de distribution	Aubaine du Tapis Saucier inc.
7348550 Canada inc. (Supermarché P. A.)	ACH Food Companies inc.	Amex Bank of Canada	Aurora Cannabis Enterprises inc.
8077657 Canada inc.	Acti-sol inc.	AMSAL inc.	Aurora Importing & Distributing Limited
8268533 Canada inc.	Adidas Canada limited	Amway Canada Corporation	Autruche
9002-2120 Québec inc.	AEF Global inc.	Amylitho inc.	Aventure Chasse et Pêche
9015-4931 Québec inc.	Aéroports de Montréal	ANB Canada inc.	Avery Products Canada (div. of CCL Industries inc.)
9023-1952 Québec inc.	AFA Forest Products inc.	Anchor Hocking Canada inc.	Aviva
9030-5418 Québec inc.	AGF Management	Anderson Watts Ltd.	Avmor Ltd.
9045-7631 Québec inc.	Agrilait, Coopérative Agricole	ANIDIS	Avon Canada inc.
9055-7588 Québec inc.	Agropur coopérative	Animalerie Dyno inc.	
9071-7851 Québec inc.	Air Canada	Antirouille Métropolitain	
9090-7627 Québec inc.	Air Canada Vacations		
9095-6236 Québec inc. (Franchises Amir)	Alasko Foods inc.		
	Alcon Canada inc.		

List of companies confirmed as members* of Éco Entreprises Québec as of January 14, 2021

* Companies and organizations who have paid their installments as required under the 2019 Schedule of Contributions are considered to be members.

Bag to Earth inc. / ac au sol inc.	Boshart Industries inc.	Burton Snowboards	Cascades Groupe Tissu, une division de Cascades Canada inc.
Bain Depot inc.	Bostik Canada Ltd.	CAA-Québec	Cascades Inopak, une division de Cascades Canada inc.
Bank of Montreal	Boston Pizza International inc.	Câble Axion Digital inc.	Casio Canada Ltd.
Banque Nationale du Canada	Botanix inc.	Café Barista inc.	Cathelle inc.
Bariatrix Nutrition	Boucherie Charcuterie Perron inc.	Café Morgane inc.	Cavendish Farms
Baril Manufacturier inc.	Boulangerie Auger (1991) inc.	Café Vittoria inc.	CDMV inc.
Bausch Health Canada	Boulangerie du Royaume inc.	Caleres Canada inc.	Cégep Beauce-Appalaches
Bayer inc.	Boulangerie Georges inc.	Campbell Company of Canada	Cégep de Chicoutimi
Bazz inc.	Boulangerie Grant's Bakery inc.	Cams 2016 inc.	Cégep de Drummondville Services administratifs
BeaverTails Canada inc.	Boulangerie Lanthier Itée	Canac-Marquis Grenier Itée	Cégep de Jonquière
Becton Dickinson Canada inc.	Boulangerie Normétal inc.	Canada Dry Motts inc.	Cégep de la Gaspésie et des Îles
Beiersdorf Canada inc.	Boulangerie Repentigny inc.	Canada Goose Holdings inc.	Cégep de l'Abitibi-Témiscamingue
Bel-Gaufre inc.	Boulangerie St-Méthode inc.	Canadelle Limited Partnership	Cégep de l'Outaouais
Bell Canada	Boulangerie Vachon inc.	Canadian Home Publishers	Cégep de Rivière-du-Loup
Bell Canada - Administration	Boulangeries Canada Bread, Limitée	Canadian National Sportsmen's Shows (1989) Ltd.	Cégep de Saint-Hyacinthe
Bell Canada - Bell Residential	Boulart inc.	Canadians Tire Corporation Limited	Cégep de Saint-Jérôme
Bell Canada - Marketing et communications	Boutique Colori inc.	Canadian UNICEF Committee (UNICEF Québec)	Cégep de Sorel-Tracy
Benjamin Moore & Co., Limited	Boutique La Vie en Rose inc.	Canards du Lac Brome Itée	Cegep de Thetford
Bento Nouveau Ltd.	Brands Unlimited inc.	Canarm Ltd.	Cégep Heritage College
Best Buy Canada Ltd.	Brassard Buro inc.	Canaropa (1954) inc.	Cégep Marie-Victorin
Bio Biscuit inc.	Brasseurs du nord inc. (les)	Candorvision (a division of Candorpharm inc.)	Cégep régional de Lanaudière
Bioforce Canada inc.	Brasseurs Sans Gluten	Canon Canada inc.	Cégep Saint-Jean-sur-Richelieu
Bio-K Plus International inc.	Brevuges Radnor Itée	Capital One Bank (Canada Branch)	Centre de distribution Beto-Bloc
Biscuits Leclerc Itée	Breville Canada S.E.C	CAPSANA	Centre de distribution électrique Itée.
Bissell Canada Corporation	Briques Meridian Canada Ltée	Cardinal Health Canada inc.	Centre Maraîcher Eugène Guinois Jr inc.
Black and Decker Canada inc.	Brossard Frères inc.	Cardinal Meat Specialists Limited	Centres Dentaires Lapointe
Blistex Corporation	Brother international corporation (Canada) Ltd.	Caribe Sol	Centura Brands inc.
BMW Group Canada	Brown Shoes inc.	Carlton Cards Ltd.	Ceramique ItalNord
Boehringer Ingelheim (Canada) Ltd.	Browning Canada sports Itée	Caron & Guay inc.	Certainteed Gypsum Canada inc.
Boiron Canada inc.	BSH Home Appliances Ltd.	Carquest Canada Ltd.	
Bombardier Produits Récréatifs	Bulk Barn Foods Limited	Casa Cubana/Spike Marks inc.	
Bonlook	Burger King Canada Services ULC		
Bonté Distribution inc.	Burnbrae Farms Limited		

Chalut/Beauty Systems Group (Canada), inc.	Collège d'enseignement général et professionnel de Victoriaville	Commission Scolaire de St-Hyacinthe	Confédération des syndicats nationaux
Champlain Regional College		Commission scolaire des Appalaches	Confiserie Mondoux inc.
Chandelles Tradition MB inc.	Collège des Médecins du Québec	Commission scolaire des Découvreurs	Confiseries Régal inc.
Chapman's Ice Cream	Collège Letendre	Commission scolaire des Grandes-Seigneuries	Conglom inc.
Charbon de Bois Feuille d'Érable inc.	Collège Lionel-Groulx	Commission scolaire des Hautes-Rivières	Continental Building Products Canada inc.
Chaussures Bo-Pied inc.	College Montmorency	Commission scolaire des Monts-et-Marées	Cooper Industries (electrical) inc.
Chaussures Estrada inc.	Collège Notre-Dame-de-Lourdes	Commission scolaire des Navigateurs	Coopérative Agricole Régionale Parisville
Chaussures M&M inc.	Collège Sainte-Anne de Lachine	Commission scolaire des Phares	Coopérative de cablodistribu-tion de l'arriere-pays
Chaussures Regence inc.	Collège Stanislas inc.	Commission scolaire des Portages-de-l'Outaouais	Coopérative Horticole Groupex
Chenail Fruits et Légumes inc.	Colonial Elegance inc.	Commission scolaire des Premières-Seigneuries	Coq-O-Bec inc.
Chidaca International inc.	Columbia Sportswear Canada	Commission scolaire des Trois-Lacs	Corelle Brands (Canada) inc. (formerly World Kitchen Canada (EHI) inc.)
Chocolat Arvisais inc.	Comité de gestion de la taxe scolaire de l'île de Montréal	Commission scolaire du Chemin-du-Roy	Corporation AbbVie
Chocolat Perfection inc.	Commission de la construction du Québec	Commission scolaire du Fleuve-et-des-Lacs	Corporation d'aliments Catelli
Chocolaterie la Cabosse d'Or inc.	Au Coeur-des-Vallées	Commission scolaire du Lac-St-Jean	Corporation Financière Mackenzie
Chocolats Geneviève Grandbois	Commission scolaire de la Beauce-Etchemin	Commission scolaire du Val-des-Cerfs	Corporation Genacol Canada inc.
Cholesterol Plus inc.	Commission scolaire de la capitale	Commission Scolaire Marguerite-Bourgeoys	Corporation Zedbed International
Church & Dwight Canada corp.	Commission scolaire de la Côte-du-Sud	Communications Groupe Procity Montréal inc.	Cosmo Communications Canada inc.
CIBC	Commission scolaire de la Pointe-de-l'Île	Como Pizzeria	Costco Wholesale Canada Ltd.
Cidrerie Michel Jodoin	Commission scolaire de la Région-de-Sherbrooke	Compagnie d'Assurance-vie Croix Bleue du Canada	Couche-Tard inc.
Cine Maison Royale	Commission scolaire De La Seigneurie-des-Mille-Îles	Compagnie d'embouteillage Coca-Cola Canada Limitée	Counseltron Ltd.
Clarins Canada	Commission scolaire de l'Énergie	Compass Minerals Canada Corp.	Courchesne Larose Itée.
Clef des Champs inc.	Commission scolaire de l'Or-et-des-Bois	Concours A25	Couvre-Planchers Flordeco inc.
Clover Leaf Seafoods L.P.	Commission scolaire de Montréal	Concordia University	Crestar Ltd.
Club de Football les Alouettes de Montréal		Condor Chimiques inc.	Croisières AML inc.
Club Tissus			Cryopak Industries (2007) ULC
Coalision inc.			CTG Brands inc.
Cobra Anchors co. Ltd.			Curateur public du Québec
Codet inc.			Cycles Lambert inc.
Cogeco Connexion inc.			Daki Itée
Colabor S.E.C.			Danawares Corp.
Colgate Palmolive Canada inc.			DanESCO inc.
Collège Ahuntsic			Danone inc.
Collège d'Alma			Dare Foods Limited
Collège d'Anjou			
Collège de Lévis			
Collège d'enseignement général professionnel de St-Félicien			

DAVIDsTEA inc.	École de technologie supérieure	Fédération des médecins omnipraticiens du Québec	Fromagerie Bel Canada
De Portes en Portes inc.	École nationale de police du Québec	Fédération des travailleurs et travailleuses du Québec (FTQ)	Fromagerie Bergeron inc.
Déco surfaces Canada inc.	Edgewell Personal Care Canada ULC	Fédération québécoise de camping et de caravanning inc.	Fromages La Chaudière inc.
Décors de maison Commonwealth	Éditions Gladius International inc.	Fellowes Canada Ltd.	Fruit of the Loom Canada inc.
Dell Canada inc.	Eglo Canada inc.	Fenplast inc.	Fruits & Passion Boutiques inc.
Delta dailyfood (Canada) inc.	El ran Furniture Ltd.	Ferme C.M.J.I. Robert inc.	Fruits de mer Lagoon inc.
Denis Le Guerrier Fils et Fille (FPMQ07)	Electrolux Canada Corp.	Ferme des Voltigeurs inc.	Fruits et légumes Gaétan Bono inc.
Dermtek pharmaceutique Itée	Eli Lilly Canada inc.	Ferme François Gosselin	Fujifilm Canada inc.
Design Creative International C.D.I. inc.	Elizabeth Arden (Canada) Ltd.	Ferme H.Daigneault et Fils inc.	Fumoir Grizzly inc.
Destination Owl's Head inc.	El-Ma-Mia inc.	Ferme Onésime Pouliot inc.	G.A. Boulet inc.
Disticor Direct	Elmec inc.	Ferme Régil inc.	Galerie Au Chocolat
Distinctive appliances inc.	Emballages Marcan inc.	Fermes Trudeau inc.	Gap (Canada) inc.
Distributel	EMD Canada inc.	Ferrero Canada Ltd./Itée	Garant GP
Distributions Agri-Sol inc.	Emerson Electric Canada Limited	Ferring inc.	Gardena Canada Ltd.
Distributions Fillion Marquis International Ltée	Énergir	Festival Fantasia	Gaston Charbonneau Floral Itée
Distributions Olive & Olives inc.	Entrepôts fruigor inc. (les)	Fèves au Lard L'Héritage Itée	Gaudet sweet goods inc.
Dixon Ticonderoga inc.	Entreprise Dominion Blueline inc.	Fisher Home Products inc.	GB Micro Electronics
DK Company	Envirogard Products Limited	Fonds de placement immobilier Cominar	GE lighting
Dole Foods of Canada Ltd.	Essex Continental Distributors inc.	Fonora Textile inc.	General Mills Canada Corporation
Dollarama L.P.	Essity Canada inc.	Fontaine Santé Foods inc.	General Motors of Canada
Domaine du Ski Mont-Bruno inc.	Ested Industries inc. (Edco Electronics)	Foodtastic inc.	Genfoot inc.
Domino's Pizza of Canada Ltd.	Estée Lauder Cosmetics Ltd.	Foot Locker Canada Corp.	Genima inc.
Domtar inc.	Exceldor Coopérative	Ford Motor Company of Canada	Gentec International
Dorfin distribution inc.	Experts Verts inc.	Fossil Canada inc.	Germain Larivière (1970) Itée
Dr. Oetker Canada Ltd.	Export Packers Company Limited	Fou du cochon et Scie	Gestion Au Coq inc.
Drain-Vac International 2006 inc.	Fabricville Company inc.	FraiseBec inc.	Gestion de Marques El inc.
Duchesne et Fils Itée	Fairstone Financial inc.	Fraisière Faucher inc.	Gestion Férique
Dunn's Famous International Holdings Inc.	Familiprix	Fraisière Lemelin	Gestion Lebas inc.
Dura housewares inc.	Fantis Foods Canada LTD	Francois et Lise Méthot inc.	Gestion Luc Doyle inc.
Dural, a division of Multibond inc.	FCA Canada inc.	Frank&Oak	Giant Tiger Stores Limited
Dynamic Paint Products inc.	Federal-Mogul Canada Ltd.	Franklin Templeton Investments Corp.	Give and Go Prepared Foods Corp.
Dyson Canada Limited	Fédération des caisses Desjardins	Freud Canada, inc.	Glaxosmithkline
E.D. Smith Foods Ltd.		Freudenberg Household Products inc.	Glaxosmithkline Consumer Healthcare
Eaton Yale Company		Frito-Lay Canada, une division de Pepsi-Cola Canada Itée	Global M.J.L. Ltée
Echelon Assurance		Fromagerie Ancêtre inc.	Global Upholstery Co. inc.

Goodyear Canada inc.	Groupe tabac Scandinave Canada	IKEA Canada	Johnson Level and Tools inc.
Google Canada Corporation		IKEA Supply AG	Johnvince Foods
Granules LG inc.	Groupe Tecnic 2000 inc.	Immanence Intégrale Dermo Correction inc.	Journal La Haute Côte-Nord inc.
Graymont (Qc) inc.	Groupe Valentine	Importations Géocan inc. (les)	Journal Le Charlevoisien inc.
GreenLawn, Ltd	Groupe Voyages Québec inc.	Importations Stavropoulos	Journal Le Nord-Côtier inc.
Groupe Accès Électronique inc.	Guerlain (Canada) Itée	Indigo Books & Music	Jovi Sport inc.
Groupe Adonis inc.	Guess? Canada Corporation	Industrie gastronomique Cascajares	JTI-Macdonald Corp.
GROUPE ARCHAMBAULT inc.	Guinois & Frères Ltée	Industrielle Alliance, Assurance et services financiers inc.	JTI-Macdonald TM Corp.
Groupe Bergeron-Thibault	H&R Block Canada inc.	Industries de Conduits Tubulaires du Canada Itée	Julien Beaudoin Itée
Groupe Boyz inc.	H.A. Kidd and Company Limited	Industries Dorel inc. (Les)	Kaleido Croissance inc.
Groupe Cam-J inc.	Hallmark Canada	Ingram Micro inc.	Kao Canada inc.
Groupe Cantrex Nationwide inc.	Hamilton Beach Brands Canada inc.	Innovative Technology	Kaycan Ltd.
Groupe Commensal inc.	Harry Rosen inc.	in-sport fashions inc.	Kaz Canada inc.
Groupe d'Achat M.P. inc.	Hasbro Canada Corporation	Institut de tourisme et d'hôtellerie du Québec	Kellogg Canada
Groupe Dutailier inc.	Helen of Troy	Intact Compagnie d'assurance	Kernels Popcorn Limited
Groupe ERA inc.	Henkel Canada Corporation	Intercampus Marketing inc.	Keurig Canada inc.
Groupe financier AGA	Henkel consumer adhesives	Intervet Canada Corp.	Kia Canada inc.
Groupe Gagnon Frères inc.	Henry Canada inc.	Invesco Trimark Itée	Kidde Canada
Groupe International Travelway inc.	Herbalife of Canada Ltd.	Investors Group	Kimberly-Clark inc.
Groupe Intersand Canada inc. (le)	Hershey Canada inc.	IPEX Electrical inc.	Kimpex inc.
Groupe JNC 1944 inc. (L'Aubainerie)	Hibbert International inc.	Ipex inc.	King Packaged Materials Company
Groupe Lemercier inc.	Hoffmann-La Roche Limited	Irving Consumer Products Limited	Klassen Bronze Limited
Groupe Lemur inc. (Le)	Home & Leisure Group Ltd.	ITW Permatex Canada	Kleen-Flo Tumbler Industries Ltd.
Groupe Lou-Tec inc.	Home Depot Canada	Ivanhoé Cambridge inc.	Knape & Vogt Canada inc.
Groupe Marcelle	Home Hardware Stores Limited	J. Sonic Services inc.	Koeppel Companies ULC
Groupe Mito inc.	HoMedics Group Canada Co.	J.M. Clément Itée	Kohl & Frisch Limited
Groupe Park Avenue inc.	Homéocan inc.	Jacques-Cartier Pizza inc.	Kosmic Distribution
Groupe Party Expert	Honda Canada inc.	Jamieson Laboratories	Kraft Heinz Canada ULC
Groupe Phoenicia inc.	HP Canada Co	Jamp Pharma Corporation	Krops Imports inc.
Groupe Première Moisson inc. (Centre administratif)	HSBC Bank Canada	Janssen inc.	L. Di Lallo et fils inc.
Groupe Restaurants Imvescor inc.	Hubbell Canada LP	Jean H. Henlé inc.	La Brasserie Labatt Limitée
Groupe Seb Canada	Hudson's Bay Company (HBC)	JELD-WEN of Canada Ltd.	La Compagnie 2 Ameriks inc.
Groupe Sésame inc.	Humania Assurance inc.	John Abbott College	La Compagnie d'Agneau de Nouvelle-Zélande et d'Australie limitée
Groupe Son X Plus inc.	Humeur campagne de financement	John Deere Canada ULC	La Compagnie d'assurance Belair inc.
Groupe Sportscene inc.	Hydro-Québec	Johnson & Johnson	La Compagnie Montréal Chop Suey Ltée.
Groupe Sushi Taxi	Hydroserre inc.	Johnson & Johnson VisionCare, inc.	
	I-D Foods Corporation		
	Idelle Labs		

La Compagnie Regitan Itée	Laura Secord (4542410 Canada inc.)	Les Ateliers Jacob inc.	Les Matelas SSH Canada
La Coop Fédérée		Les Bijouteries Doucet 1993 inc.	Les Meubles Marchand inc.
La Corporation Internationale Masonite	Lauzon Bois énergétique recyclé inc.	Les Blocs de Ciment Mirabel inc.	Les Mousses de L'Estrie inc.
La Corporation McKesson Canada	Lavo inc.	Les Bois de Parquets Vaucluse inc.	Les Œufs Ovale S.E.C.
La Financière Agricole du Québec	Le Canard Goulu inc.	Les Bois de plancher PG inc.	Les Œufs Richard eggs inc.
La fourmi bionique inc.	Le Capucin inc.	Les Chocolats Favoris inc.	Les Pâtes de l'Île inc.
La Fraisonnée inc.	Le Château inc.	Les Développements Angelcare inc.	Les Pères Nature inc.
La Fromagerie Victoria inc.	Le Creuset Canada inc.	Les Distributions Yvan Nadeau inc.	Les Placements Arden inc.
La Glace Frontenac rive sud Itée	Le Gastronome Animal inc.	Les Douceurs de l'Érable Brien inc.	Les Portes Decko inc.
La Maison AMI-CO (1981) inc.	Le Groupe Jean Coutu (PJC) inc.	Les Entreprises Amira inc.	Les Producteurs laitiers du Canada
La Maison Crowin inc.	Le Groupe Legerlite inc.	Les Eaux Naya	Les Productions Margiric inc.
La Maison du Meuble Corbeil inc.	Le Groupe Multi Luminaire inc.	Les Éleveurs de volailles du Québec	Les Produits alimentaires Bouchard inc.
La Maison Lavande inc.	Le Groupe Vertdure inc.	Les Entreprises Vivre en Forme inc.	Les Produits Aluminium P.S. inc.
La Maison Orphée inc.	Le Jean Bleu inc.	Les Fermes E. Notaro Et Fils inc.	Les Produits Armodec Itée
La Petite Bretonne (distribution) inc.	Le Massif s.e.c.	Les Fermes Leclair et frères Itée	Les Produits Daubois inc.
La Petite Grange (Laurent Meury inc.)	Le Monde du Ravioli inc.	Les Fermes Lefort	Les Produits de Santé Audessa inc.
La Pinte inc.	Le Potager Riendeau inc.	Les Fines Herbes de Chez Nous inc.	Les Produits de soins pour la peau au lait de chèvre Canus inc.
La Societe Canadienne De La Croix Rouge	Le Salon International de l'Auto de Montréal Itée	Les Fraises de l'Île d'Orléans inc.	Les Produits Aluminium P.S. inc.
La Soyarie inc.	Le SuperClub Vidéotron Itée	Les Franchises Dic Ann's Ltée	Les Promotions Atlantiques inc.
La Trappe a Fromage	Le Théâtre de La Manufacture	Les Franchises Salvatore G.A. inc.	Les Publications Charron & Cie inc.
Laboratoire Atlas inc.	Le Verger Lamarche inc.	Les Hôtels Villegia	Les Publications Groupe TVA-Hearst inc.
Laboratoire G.M.F.	Ledvance Ltd.	Les Importations N et N inc.	Les Recettes Cook it inc.
Laboratoire Larima	Lego Canada inc.	Les Industries Bernard & Fils Itée	Les Restaurants Lafleur inc.
Laboratoires Abbott	Lenbrook	Les Industries Iverco inc.	Les Rôtisseries Benny
Laboratoires Abbott Cie	Lenovo	Les Magasins Korvette Itée	Les Rôtisseries St-Hubert Itée
Laboratoires Nicar inc.	LEO Pharma inc.	Les Marques Kin inc.	Les Serres Arundel S.E.N.C.
Labrador Laurentienne inc.	Leon's Furniture Limited	Les Marques Nuway inc.	Les Spécialités Prodal (1975) Itée
Lacoste Canada inc.	Les Aliments Bégin inc.		Les Textiles Patlin inc.
Laiterie de Coaticook Itée	Les Aliments Bercy inc.		Les Tourbières Berger Itée
Laiterie de la baie Itée	Les Aliments Dainty Foods		Les Tricots Duval & Raymond Itée
Laiterie de l'Outaouais	Les Aliments Mejicano +		Les Variétés LCR inc.
Laiterie des trois vallées inc.	Les Aliments O'sole Mio inc.		
Lantic inc.	Les aliments Parador inc.		
L'Aréna des Canadiens inc.	Les Aliments Pearlmark Foods inc.		
	Les Aliments Trioiva inc.		

Les Vergers Leahy inc.	Magasins Lecompte inc.	Messageries Dynamiques	Mont-Orignal,coopérative de solidarité
Les Vergers Pedneault	Magasins Trevi inc.	Metro Richelieu inc.	Montour Itée
Les Vergers Petit et Fils (9146-2275 Québec inc.)	Magtar Sales inc.	Meubles Branchaud inc.	Mountain Equipment Co-op
Les Vêtements Perlimpinpin inc.	Maheu&Maheu inc.	Meubles Concordia Itée	MTD products limited
Les Viandes Biologiques de Charlevoix inc.	Maibec inc.	Meubles Domon Itée	MTY Tiki Ming Enterprises inc.
Les Viandes Du Breton inc.	Maison Chaleur Et Confort inc.	Meubles JC Perreault inc.	Multi-Portions inc.
Les Viandes Walcovit inc.	Maison de la pomme de Frelighsburg inc.	MGA Commodities inc.	Musée de la civilisation
Lesters Foods Ltd.	Maison de thé Camellia Sinensis	Michael Rossy Itée	Musée National des Beaux-Arts du Québec
LG Electronics Canada inc.	Maison des futailles S.E.C.	Michaels Stores inc.	Musique Select inc.
Librairie Renaud-Bray inc.	Maison Russet inc.	Michel St-Arneault inc.	National Importers Canada Ltee
Life Science Nutritionals inc.	Maître Saladier inc.	Microbrasserie Dieu du ciel inc.	National Money Mart Co.
LifeScan Canada ULC	Manufacture Leviton du Canada S.R.l	Microsoft	National Smokeless Tobacco Company Ltd.
L'Image Home Products	Mapei inc.	Midlon foods inc.	National Tire Distributors inc.
Lindt & Sprungli (Canada) inc.	Maple Leaf Foods	Miel Labonté inc.	Nature's Path Foods inc.
Linen Chest inc.	Marc Anthony Cosmetics Ltd.	Miele Limited	Nature's Sunshine Products
Linencorp 2015 inc.	Marie Morin Canada	Ministère de la Famille	Naturiste inc.
Literie Primo inc.	Marina Del Rey Foods	Ministère de la Justice du Québec	Naturpac
Literies Universelles Paga inc.	Mars Canada inc.	Ministère de la Santé et des Services sociaux	Natursource inc.
Little Caesar of Canada inc.	Mary Kay Cosmetics Ltd.	Ministère de l'Emploi et de la Solidarité sociale	Nautilus Plus inc.
Living Style (Singapore) Pte Limited	Masco Canada limited	Ministère de l'Énergie et des Ressources naturelles	Neatfreak Group inc.
Lixil Canada inc.	Master Halco Corp	Ministère des Forêts, de la Faune et des Parcs	Nemcor inc.
Loblaws inc.	Matelas Avanti inc.	Ministère du Tourisme	Nespresso Canada
L'Oréal Canada inc.	Matelas Bonheur	Mint Pharmaceuticals Inc.	Nestle Canada inc.
Loto-Québec	Matériaux Laurentiens inc.	Mitsubishi Motor Sales of Canada inc.	Nestle Purina Petcare
Louis Garneau sports inc.	Mattel Canada inc.	Mixte Média inc.	Nestle Waters Canada
LoyaltyOne, Co	Mazda Canada inc.	Mobilier Intérieurs inc.	Newell Brands Canada ULC
LSI Entreprises Canada ULC	McCain Foods Canada	Mode Choc Alma Itée	NII Northern International inc.
Lululemon athletica Canada inc.	McCaughey Consumer Products Management, inc.	Moen inc.	Nike Canada Corp
Lumen, une division de Sonepar Canada inc.	McDonald's Restaurants of Canada Limited	Moishes inc.	Nikol Poulin inc.
Lunettes Dépôt inc.	Mega Group inc.	Molinaro's Fine Italian Foods Ltd	Nissan Canada inc.
L'Union des producteurs agricoles - Publications	Megalak Finition inc.	Molson Canada 2005	Nivel inc.
M&M Meat Shops Ltd.	Meilleures Marques Itée	Mondelez Canada inc.	Northfork Bison Distributions inc.
M/2 Boutiques inc.	Melitta Canada inc.	Mondor Itée	Nouvelle Autoroute 30, s.e.n.c.
MAAX Bath inc.	Menu-Mer Ltée	Moniteurs Angelcare inc.	Novago Coopérative
Mademoiselle Ellégance inc.	Mercedes-Benz Canada inc.	Mon-tex Mills Ltd.	Novalab inc.
Magasin Laura (P.V.) inc.	Mercier wood flooring inc.		Novali Gourmet inc.
	Merck Canada inc.		

Novartis pharmaceuticals Canada inc.	Parmalat Canada inc.	Produits alimentaires Sager inc.	Réseau de transport de Longueuil (RTL)
Novatech Canada	Pastene inc.	Produits de Construction Derby inc.	Restogain inc.
Novo Nordisk Canada inc.	Pâtisserie Gérard Rolland inc.	Produits de Plancher Finitec inc.	Retraite Québec
Nutricia	Pâtisserie Le Fraisier inc.	Produits Kruger S.E.C.	Revenu Québec
Nutrinor-Secteur lait et eau	Pâtisserie Ô Gâteries! inc.	Produits Neptune inc. (les)	Revlon Canada inc.
Nutri-Oeuf inc.	Patrick Morin inc.	Produits pour animaux Yamas inc.	Reynolds Consumer Products Canada inc.
Objectif Monde	Paysanne Gelato	Rinox inc.	RISE Kombucha
Ocean Spray International inc.	Pébéo inc.	Roadrunner Apparel inc.	
Odan Laboratories Ltd.	Peintures M.F. inc.	Roberge & Fils inc.	
Old Dutch Foods Ltd.	Pepsi Bottling Group Canada	Robert Bosch inc.	
Old Navy (Canada) inc.	Pepsi-qtg	Roche Soins du diabète, division de Hoffmann - La Roche Limitée	
OlyM s.e.c	Perrin inc.	Rogers Media inc.	
Olymel s.e.c.	PF Consumer Healthcare Canada ULC	Roland Boulanger & Cie Itée	
Olympia Tile International inc.	Pharmacies Gregoire Arakelian	Rona inc.	
Omer Deserres inc.	Philippe de Vienne et ass. inc.	Royal Institution for the Advancement of Learning	
Orapi Canada Itée	Philips Electronics Ltd.	Royer inc. (l.p.)	
Ordre des chiropraticiens du Québec	Pierre Belvedere inc.	Ruchers promiel inc. (les)	
Ordre des dentistes du Québec	Piidea Canada Ltd.	Rudsak inc.	
Ordre des ergothérapeutes du Québec	Pizza Pizza Limited	Running Room Canada inc.	
Ordre des ingénieurs du Québec	Plaisirs gastronomiques inc.	S.C. Johnson and Son Limited	
Ordre des psychoéducateurs et psychoéducatrices du Québec	Planchers Groleau inc.	S.D. variations inc.	
Ordre des technologues en imagerie médicale, en ra-dio-oncologie et en électrophysiologie médicale du Québec	Plasticase inc.	Salle André-Mathieu	
Ordre professionnel des technologistes médicaux du Québec	Plastique DCN inc.	Samsung Electronics Canada inc.	
Orly Cuisine inc.	Playmobil Canada inc.	Sanbec Canada inc.	
Osram Ltd./Osram Ltee	PLB International inc.	Sanofi Consumer Health / Sanofi Santé grand public	
Outils A.Richard Co.	Pneus Unimax Itée	Sanofi-aventis Canada inc.	
P. K. Douglass inc.	Poissonneries Odessa inc.	Santa Maria-Sofina Foods inc.	
Pajar production Itée	Polyculture Plante 1987 inc.	Santé Naturelle A.G. Itée	
Paladin labs inc.	Polyethics Industries inc.	Saputo Dairy Products Canada G.P.	
Palason Billard inc.	Pomdial inc.	Sardo Foods	
Panasonic Canada inc.	PPG Revêtements Architecturaux Canada inc.	SATAU inc.	
Paramount Training Canada inc.	Premier Québec inc.	Schluter Systems (canada) inc.	
Paris Glove of Canada Ltd.	Premier Tech Home & Garden inc.	Scotts Canada Ltd.	
	Primerica Financial Services (Canada) Ltd.	Sealy Canada Itée	
	Pro Circuit High Tech Nutrition inc.		
	Pro Doc Itée		
	Procter & Gamble inc.		

Sel Warwick inc.	Société des attractions touristiques du Québec	Subaru Canada inc.	The Great-West Life Assurance Company
SelectBlinds Canada L.P		Sublime Dessert inc. (les)	
Sennheiser (Canada) inc.	Société des fêtes et festivals du Québec	Subway Franchise Systems of Canada, Ltd.	The Hartz Mountain Corporation
Sephora Canada	Société des Traversiers du Québec	Sun Life Assurance Company of Canada	The Hillman Group Canada ULC
Serdy Média inc.			The Mentholatum Company of Canada Ltd.
Serres et Jardins Girouard inc.	Société du Musée d'archéologie et d'histoire de Montréal	Suncor Energy Products Partnership	The Minute Maid company Canada inc.
Serres Toundra	Société en commandite Services FMD	Sun-Maid Growers of California	The North West Company L.P.
Serres Yargeau inc.	Société MC commercial inc.	Sunrise Tradex Corp.	The Second Cup Ltd.
Serum International inc.	Société parc auto du québec	Supertek Canada inc.	The Sherwin Williams Co.
Service Alimentaire Desco inc.		Surplus R.D. inc.	The Source (Bell) Electronics inc.
Servier Canada inc.	Société Place des Arts de Montréal	Suzuki Canada inc.	The TDL Group Corp.
Shafer-Haggart Ltd.	Société pour la promotion d'événements culturels du Haut-Richelieu inc.	Synnex Canada Limited	Thermor Ltd.
Shaklee Canada inc.		Takeda Canada inc.	THINaddictives inc.
SharkNinja Operating LLC	Société Sylvicole de St-Nicolas inc.	TallGrass Distribution	Thomas, Large & Singer inc.
Sharp Electronics of Canada Ltd.	SoftMoc inc.	Targus Canada Ltd.	Thriftys inc. (2005)
Shaw Satellite G.P.	Solutions 2 GO inc.	Taro Pharmaceuticals inc.	Thulé Canada inc.
Shiseido (Canada) inc.	Sony Electronics inc.	Taymor Industries Ltd.	Ticketmaster Canada LP
Shopper+inc.	Sony Interactive Entertainment Canada	Tazé Idistribution inc.	Tiffany & Co Canada
Shop-Vac Canada Ltd.	Sopar cosmetics inc.	TD Bank Financial Group	Timex Group Canada inc.
ShurTech Brands, LLC	Southwire Canada Company	Tech-Mix, une division de Bauval inc.	TOPRING inc.
Sigvaris Corp	Spécialiste du bardeau de cèdre inc.	Technoform Industries Itée	TOPS Products Canada
Simons inc.	Spécialités Lassonde inc.	TekSavvy Solutions inc.	Tour East Holidays Canada inc.
Skechers USA Canada inc.	Spécialités mb inc.	TELUS Corporation	Tourisme Abitibi-Témiscamingue
Sleep Country Canada inc.	Spectra Premium Industries inc.	Tendances Concept inc.	Tourisme Bas-Saint-Laurent
Smucker Foods of Canada co.	Spin Master Ltd.	Tender Corporation	Tourisme Chaudière-Appalaches
Snap-on Tools of Canada	Sport maska inc.	Teva Canada Ltd.	Tourisme Lanaudière inc.
Sobeys Québec	Staedtler-Mars Limited	The Aldo Group inc.	Tourisme Laval
Société Bristol-Myers Squibb Canada (la)	Standard Products inc.	The Bank of Nova Scotia	Tourisme Mauricie
Société d'assurance générale Northbridge	Station Mont Tremblant - Intrawest	The Brick Warehouse L.P.	Tourisme Outaouais
Société de Développement Culturel de Terrebonne	Stericycle, ULC	The Business Depot Limited	Tours Chanteclerc inc.
Société de transport de Laval	STIHL Limited	The Children's Place (Canada) L.P.	Toyota Canada inc.
Société de transport de l'Outaouais	Stoves builder international inc.	The Clorox Company of Canada Ltd.	Trade Secrets Concord Ltd.
Société de transport de Montréal	Stratos Pizzeria (1992) inc.	The Empire Life Insurance Company	Transat A.T. inc.
Société de transport de Sherbrooke	Structube Ltd.		Transcontinental Média S.E.N.C.
Société des alcools du Québec	St-Viateur Bagel		Trudell Medical International

TVA Publications inc.	VF Outdoor Canada	Zoetis Canada inc.
U.S. Cotton (Canada) Co.	Viande Richelieu inc.	Zorah bio cosmétiques
UAP inc.	Viandomax inc.	Zwilling J.A. Henckels Canada Ltd.
U-Haul Co. (canada) Ltée	Vibac Canada inc.	
UNFI Canada inc.	Vicwest Operating limited Partnership	
Uniboard Canada inc.	Vidéo et Boutique Sexxx Plus	
Unilever Canada	Vidéotron Ltée	
Uniprix inc.	ViewSonic Corporation	
Uni-sélect inc.	Vignoble de l'Orpailleur inc.	
Unisoya 1986 inc.	Vignoble Rivière du Chêne	
Université de Montréal	ViiV Healthcare ULC	
Université du Québec en Abitibi-Témiscamingue	Villa Maria	
Université du Québec en Outaouais	Vincent d'Amérique inc.	
Upfield Canada inc.	Vincent S. Variété Itée	
Urban Barn	Vita Health Products inc.	
Urgel Bourgie	Volaille Giannone inc.	
Usana Health Sciences inc.	Voortman Cookies Limited	
USP Canada inc.	VTech Telecommunications Canada Ltd.	
Vacances Sunwing inc.	W. Ralston Canada inc.	
Vaillancourt Portes et Fenêtres	Wahl Canada inc.	
Valener	Wakefield Canada inc.	
Valeurs mobilières Banque Laurentienne	Water Pik inc.	
Value Village Stores	WD-40 Products (Canada) Ltd.	
Vanico Maronyx inc.	Weight Watchers Canada Ltd.	
Vanier College	Wendy's Restaurants of Canada inc.	
Vape Dépôt Distribution inc.	Weston Bakeries Ltd.	
Vast-Auto Distribution Itée	Whirlpool Canada L.P.	
Veg Pro International inc.	Winners Merchants	
Vélo Québec	Win-Sir Textiles inc.	
Vélo Québec Éditions	Wolf Steel Ltd.	
Ventilation Maximum Itée	Wrigley Canada	
Verbatim Americas LLC	Xerox Canada Limited	
Verger du Minot inc.	Yamaha Motor Canada Ltd.	
Verger Lacroix	Yellow Pages Digital & Media Solutions Limited	
Vergers Paul Jodoin inc.	YM inc.	
vergers st-paul inc.	Yves Rocher Amérique du Nord inc.	
Vétoquinol N.-A. inc.	Zebra Pen Canada Corp.	

Financial statements_

Financial statements of Éco Entreprises Québec

December 31, 2020

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Independent Auditor's Report

To the Members of
Éco Entreprises Québec

Opinion

We have audited the financial statements of Éco Entreprises Québec (the "Organization"), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2020, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Information

Management is responsible for the other information. The other information comprises the information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the Annual Report prior to the date of this auditor's report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditor's report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Deloitte LLP

March 19, 2021

¹ CPA auditor, CA, public accountancy permit No. A120628

Éco Entreprises Québec
Statement of changes in net assets
Year ended December 31, 2020
(In thousands of dollars)

	Notes	Temporary Funds	Permanent Funds	Invested in capital assets and intangible assets	Internally Restricted Funds	Unrestricted	Total
		\$	\$	\$	\$ (Note 2)	\$	\$
Balance, January 1, 2019							
(Deficiency) excess of revenue over expenses		12,861	8,385	823	18,213	1,099	41,381
Allocation to Permanent Funds (Schedules 2015 and 2016)	13	(1,773)	(4,133)	(336)*	(1,938)	6,407	(1,773)
Acquisition of capital assets	13	(3,863)	3,863	—	—	—	—
Internal restriction	13	—	1,200	198	5,450	(198)	—
Balance, December 31, 2019		7,225	9,315	685	21,725	658	39,608
(Deficiency) excess of revenue over expenses		4,680	(6,307)	(377)*	(3,154)	526	(4,632)
Allocation to Permanent Funds (Schedule 2017)	13	(5,627)	5,627	—	—	—	—
Acquisition of capital assets and intangible assets	13	—	—	610	—	(610)	—
Internal restriction	13	—	600	—	(100)	(500)	—
Balance, December 31, 2020		6,278	9,235	918	18,471	74	34,976

* Composed of the amortization of capital assets and intangible assets.

The accompanying notes are an integral part of the financial statements.

Éco Entreprises Québec
Statement of operations
Year ended December 31, 2020
(In thousands of dollars)

	Notes	2020	2019
		\$	\$
Revenue			
Corporate contributions – Schedules	11	184,545	152,110
Other revenue	12	455	3,330
		185,000	155,440
Expenses			
Compensation plan			
Municipal compensation	8	174,097	146,231
Allowance paid to RECYC-QUÉBEC	8	2,805	2,751
Uncollectable (recoverable) contributions		3,911	(1,365)
Operating expenses		797	754
		181,610	148,371
Administration expenses		5,994	6,058
Curbside recycling optimization		1,700	2,497
Amortization of capital assets, intangible assets and lease inducements		328	287
		189,632	157,213
Deficiency of revenue over expenses		(4,632)	(1,773)

The accompanying notes are an integral part of the financial statements.

Éco Entreprises Québec
Statement of financial position

As at December 31, 2020

(In thousands of dollars)

	Notes	2020 \$	2019 \$
Assets			
Current assets			
Cash		1,027	1,942
Investments	3	34,600	68,945
Accounts receivable	4	175,410	4,392
Guaranteed deposits		1,962	1,323
Prepaid expenses		152	71
		213,151	76,673
Capital assets	5	444	578
Intangible assets	6	474	107
		214,069	77,358
Liabilities			
Current liabilities			
Due to RECYC-QUÉBEC	8	176,902	31,997
Accounts payable and accrued liabilities	9	2,153	5,431
Deferred contributions – programs	10	—	226
		179,055	37,654
Lease inducements		38	96
		179,093	37,750
Commitments and contingencies	14 and 15		
Net assets			
Temporary Funds	13	6,278	7,225
Permanent Funds	13	9,235	9,315
Invested in capital assets and intangible assets		918	685
Internally Restricted Funds		18,471	21,725
Unrestricted		74	658
		34,976	39,608
		214,069	77,358

The accompanying notes are an integral part of the financial statements.

Approved by the Board

 _____, Director

 _____, Director

Éco Entreprises Québec
Statement of cash flows
Year ended December 31, 2020
(In thousands of dollars)

	2020	2019
	\$	\$
Operating activities		
Deficiency of revenue over expenses	(4,632)	(1,773)
Adjustments for:		
Deferred contributions recognized as revenue	—	(466)
Amortization of capital assets	274	269
Amortization of intangible assets	103	67
Amortization of lease inducements	(58)	(58)
	(4,313)	(1,961)
Net changes in non-cash operating working capital items		
Accounts receivable	(171,018)	20,384
Guaranteed deposits	(639)	(1,323)
Prepaid expenses	(81)	3
Due to RECYC-QUÉBEC	144,905	(77,124)
Accounts payable and accrued liabilities	(3,278)	(781)
Deferred contributions – programs	(226)	—
	(34,650)	(60,802)
Investing activities		
Acquisition of capital assets	(140)	(106)
Acquisition of intangible assets	(470)	(92)
Acquisition of investments	(16,891)	(169,327)
Receipt of investments	51,236	151,600
	33,735	(17,925)
Net decrease in cash	(915)	(78,727)
Cash, beginning of year	1,942	80,669
Cash, end of year	1,027	1,942

The accompanying notes are an integral part of the financial statements.

1. Status and nature of activities

Éco Entreprises Québec (the “Organization”) was incorporated on April 30, 2003, pursuant to Part III of the *Companies Act* (Québec), and its main activity, as a not-for-profit organization for the purposes of protecting the environment, consists in grouping enterprises subject to the *Environment Quality Act* (EQA) (the “companies”), and acting as an approved organization within the meaning of the Act. The Organization operates in Québec and is exempt of income taxes.

The mission of the Organization consists of developing a Schedule of contributions (the “Schedule”) and its application rules, submitting it to companies, adopting it, and seeking approval from the Government of Québec. Finally, with respect to the approved Schedule, the Organization must collect the amounts due from companies (the “contributions”), and remit these amounts to RECYC-QUÉBEC.

The Organization also encourages innovation and sharing of best practices in order to optimize the recyclable materials value chain. To do so, it cooperates with businesses to reduce quantities of materials at the source and encourage the use of recyclable materials, and, with municipalities and other stakeholders, to increase recycling and the economic value of recovered materials.

2. Accounting policies

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenues are determined according to the annual Schedule authorized by the Government of Québec. Contributions charged to companies are based on the estimated net costs to be paid to municipalities.

During the year ended December 31, 2020, the 2020 Schedule came into effect and certain targeted companies that market “containers and packaging” and “printed matters” in Québec filed their reports based on the quantity of materials for the year 2019. With respect to targeted companies that did not file a report, management has estimated contributions for the 2020 Schedule as at December 31, 2020, by applying the *Environment Quality Act* as well as the *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials*. By nature, these estimates are subject to measurement uncertainty and the effect of any changes in future years on estimates made during the year could require significant changes in the financial statements.

With respect to corporate contributions under the Schedules for 2019 and previous years, the Organization recognizes corporate contributions when the targeted company meets its reporting obligation based on quantity of materials relative to the said period and applicable Schedule. Any changes to previous Schedules will be recorded in the year the change occurs.

The Organization charges interest, administrative fees and penalties to targeted companies that did not fulfill their reporting and payment obligations within the deadlines prescribed by the Schedule of contributions. Interest charged follow the Government rates, and interest charged on administrative costs and penalties are that of the applicable Schedule rules.

Interest income on investments is recognized when earned.

2. Accounting policies (continued)

Municipal compensation

The municipal compensation is recognized if there is an obligation towards municipalities’ representatives according to the *Regulation respecting the compensation for municipal services provided*. The municipal compensation is based on cost of services provided by municipalities during a year and related to materials or categories of materials subject to compensation, such as the cost of curbside recycling, transportation, sorting and conditioning, including fees related to compensate for management of these services. The compensation amount is determined annually by RECYC-QUÉBEC. For the 2020 Schedule, the net costs reported for 2019 are those that will be paid to RECYC-QUÉBEC.

Temporary Funds

These funds are comprised of the Temporary Fund – Print Matter and the Temporary Fund – Containers and Packaging. They are related to the Schedule adjustment clause, include the amounts received above or below the estimated amount of the Schedule for the years not yet expired. These amounts are cumulated in a fund until the expiration of the delay of the Schedule. They are then redistributed to the contributors or transferred to the Permanent Funds depending on the category of materials and pursuant to the regulation.

Permanent Funds

These funds, which represent the Organization’s permanent resources, include the cumulated amounts in excess under the categories of printed matter, and containers and packaging after expiration of the delay of the Schedule’s prescribed period.

Internally Restricted Funds

The Organization has internally restricted funds designed for the following:

- Provide for operating expenses;
- Compensate a potential underestimation of estimated net costs used for determining the next Schedules and stabilize rates of the contribution tables;
- Cover for delays in the publication and collection of Schedules;
- Cover costs related to the Schedule development and the curbside recycling optimization; and
- Finance other expenses.

Financial instruments

Financial assets and financial liabilities are initially recognized at fair value when the Organization becomes a party to the contractual provisions of the financial instrument. Subsequently, all financial instruments are measured at amortized cost.

The Organization recognizes in the statement of operations an impairment loss, if any, when it determines that a significant adverse change has occurred during the period in the expected timing or amount of future cash flows. When the extent of impairment of a previously written-down asset decreases and the decrease can be related to an event occurring after the impairment was recognized, the previously recognized impairment loss shall be reversed in the statement of operations in the period the reversal occurs.

2. Accounting policies (continued)

Capital assets

Capital assets are recorded at cost. Amortization is calculated over the useful life using the following methods:

Computer equipment	Straight-line	3 years
Office furniture	Straight-line	3 years
Leasehold improvements	Straight-line	Term of the lease

Intangible assets

Intangible assets are recorded at cost. Amortization is calculated over the useful life using the straight-line method over a period of three years.

Write-downs of capital assets and intangible assets

When conditions indicate that a capital asset or an intangible asset is impaired, the net carrying amount of the capital asset or intangible asset shall be written down to the asset's fair value or replacement cost. The write-downs of capital assets and intangible assets shall be accounted for as expenses in the statement of operations. A write-down shall not be reversed.

Lease inducements

Deferred lease inducements are deferred and amortized on a straight-line basis over the lease duration.

Use of estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent assets and liabilities at the dates of the financial statements and the reported amounts of revenues and expenses during the reporting period. Key components of the financial statements requiring management to make estimates include corporate contributions for the 2020 Schedule and the provision for uncollectable contributions. Actual results could differ from these estimates.

3. Investments

Investments include term deposits and money market. They bear interest at rates ranging from 0.75% to 1.10% (1.17% to 1.70% in 2019), and mature between August 2021 and August 2023 (August 2021 and August 2023 in 2019). Some of these annually redeemable term deposits bear graduated return rates and mature in 2022 (in 2021 in 2019).

4. Accounts receivable

	2020	2019
	\$	\$
Corporate contributions – 2020 Schedule	180,762	—
Corporate contributions – 2019 Schedule	4,480	5,691
Corporate contributions – previous Schedules	(964)	5,373
Provision for uncollectable contributions	(9,178)	(7,280)
Other	310	608
	175,410	4,392

5. Capital assets

	2020			2019
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Computer equipment	1,138	960	178	128
Office furniture	416	382	34	78
Leasehold improvements	619	387	232	372
	2,173	1,729	444	578

6. Intangible assets

	2020			2019
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Computerized reporting system and other softwares	2,016	1,542	474	107

7. Bank loan

The Organization has a line of credit of \$850,000 bearing interest at prime rate (2.45% as at December 31, 2020 and 3.95% as at December 31, 2019) plus 1.50%, which is renewable annually. This line of credit is secured by a term deposit in the amount of \$850,000. As at December 31, 2020 and December 31, 2019, the Organization had not used its line of credit.

8. Due to RECYC-QUÉBEC

For each related period, under the terms of the certification delivered initially in June 2005 by RECYC-QUÉBEC and renewed in February 2012, December 2016 and December 2020 (for 2021 to 2024), and pursuant to the *Environment Quality Act* (EQA), the Organization must deposit the amount for future payments of municipal compensation in trust with RECYC-QUÉBEC. This reserved amount is included in investments (nil as at December 31, 2020; \$31,997,135 as at December 31, 2019).

The amount payable to RECYC-QUÉBEC includes the compensation payable to municipalities and the allowance for the 2020 Schedule (for the 2019 Schedule in 2019). As at December 31, 2020, the balance payable is \$176,902,383 (\$31,997,135 as at December 31, 2019).

9. Accounts payables and accrued liabilities

	2020	2019
	\$	\$
Trade accounts payable and accrued liabilities	1,310	4,781
Salaries, bonuses, benefits and vacations	785	570
Away-from-Home Recovery Program	—	22
Lease inducements – short-term portion	58	58
	2,153	5,431

10. Deferred contributions – programs

	2020	2019
	\$	\$
Balance, beginning of year	226	692
Net change	(226)	(466)
Balance, end of year	—	226

11. Corporate contributions – Schedules

The corporate contributions for each Schedule are as follows:

	2020	2019
	\$	\$
2020 Schedule	180,706	—
2019 Schedule	1,767	149,377
Previous Schedules	2,072	2,733
	184,545	152,110

12. Other revenue

	2020	2019
	\$	\$
Interest income on investments	354	1,538
Interest and penalty income and administration fees on corporate contributions	270	1,306
Other	(169)	486
	455	3,330

13. Funds and internal restrictions

The following table shows the Temporary and Permanent Funds under the categories of printed matter, containers and packaging.

	Temporary Funds		Permanent Funds	
	Printed matter	Containers and packaging	Printed matter	Containers and packaging
	\$	\$	\$	\$
Balance as at January 1, 2019	(430)	13,291	4,884	3,501
Excess (deficiency) of revenue over expenses of the year	(1,970)	197	(1,741)	(2,392)
Allocation to Permanent Funds (Schedules 2015 and 2016)	(1,369)	(2,494)	1,369	2,494
Internal restrictions	—	—	—	1,200
Balance per category as at December 31, 2019	(3,769)	10,994	4,512	4,803
Excess (deficiency) of revenue over expenses of the year	(1,771)	6,451	(94)	(6,213)
Allocation to Permanent Funds (Schedule 2017)	479	(6,106)	(479)	6,106
Internal restrictions	—	—	—	600
Balance per category as at December 31, 2020	(5,061)	11,339	3,939	5,296
Total as at December 31, 2020		6,278		9,235

During the year, the Organization has bound an internal restriction in the amount of nil (\$5,450,000 in 2019) to the internally restricted funds and \$600,000 (\$1,200,000 \$ in 2019) to the Permanent Funds, of which \$100,000 (nil in 2019) comes from the internally restricted funds.

14. Commitments

The Organization’s commitments relating to the operating lease contracts and the other contractual obligations are as follows:

a) Operating leases

The Organization’s commitments under office space and equipment leases total \$313,000 and mature until November 2023. The payments for the next three years with respect to the contractual obligations are as follows:

	\$
2021	188
2022	123
2023	2

These operating leases include leases over a five-year term for office space, expiring in August 2022, which include additional fees for building rental based on a percentage increase of property taxes and certain operating costs, and one renewal option of an additional five-year period.

b) Other contract

The Organization has committed under a contractual agreement to pay an amount of \$365,000 in 2021.

15. Contingencies

- a) Over the past years, a company challenging its liability with respect to the *Environment Quality Act* (EQA) has initiated an action against the Organization for 10.1 million dollars plus interest, expert costs and other expenses. Shall the argument be rejected by the court, the company will challenge the applicability of orders in Council and deem them invalid. Currently, it is impossible to evaluate the likelihood of the motion’s admissibility as well as the amount, if any, the Organization would have to pay. Consequently, no provision was recorded in these financial statements.
- b) In 2012, a group comprising of three companies initiated an action against the Organization for 9.1 million dollars plus expert costs and other expenses. The group is challenging certain provisions of the EQA, the *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* and the validity of the Schedule order in Council for 2010-2012 contributions. Currently, it is impossible to evaluate the likelihood of the motion’s admissibility as well as the amount, if any, the Organization would have to pay. Consequently, no provision was recorded in these financial statements.
- c) In 2020, a group comprising of three companies initiated an action against the Organization for 5.8 million dollars plus interest and other expenses. The group is challenging certain provisions of the EQA and the *Regulation respecting compensation for municipal services provided to recover and reclaim residual materials* for 2015-2019 contributions. Currently, it is impossible to evaluate the likelihood of the motion’s admissibility as well as the amount, if any, the Organization would have to pay. Consequently, no provision was recorded in these financial statements.

16. Financial instruments

Management risk

The Organization has exposure to interest rates risks, credit risks and liquidity risks related to its financial assets and liabilities. Generally, management is responsible for establishing and obtaining approval for its risk management policies. Management performs continuous risk evaluations to ensure all inherent significant risks to the Organization and its operations are reviewed and assessed as to consider market conditions and operations. During the year, there have been no significant changes to the Organization’s policies in connection with risk management.

Interest rate risk

Interest rate risk is the risk that the fair value of the future cash flows of a financial instrument fluctuates due to market changes in interest rates. The Organization manages its investments based on its cash flow requirements and on realizing optimal interest income. The Organization has exposure to an interest rate risk related to cash and investments.

Credit risk

Credit risk is the risk that one party to a financial instrument fails to discharge an obligation and causes financial loss to another party. The Organization has exposure to a credit risk related to its accounts receivable should there be default from one of its companies. The Organization monitors and assesses such risk regularly. The Organization has established a provision for uncollectable contributions in order to cover for bad debt. The credit concentration of receivables is rather limited because of the wide range and number of companies. The Organization also has exposure to credit risk related to cash and investments. The Organization minimizes its credit risk related to cash and investments by making deposits solely with reputable financial institutions.

Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its financial obligations as they fall due. The Organization’s objective is to have sufficient liquidity to meet its liabilities when due. The Organization monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2020, the most significant financial liabilities are accounts payable and accrued liabilities and the amount due to RECYC-QUÉBEC.

17. Comparative figures

Certain comparative figures have been reclassified to conform to the current year’s presentation.



Thank you!