

**A VISION PUT INTO**

**ACTION**

**ANNUAL REPORT  
2015**



## **ÉCO ENTREPRISES QUÉBEC, AN INNOVATIVE FINANCIAL PARTNER IN CURBSIDE RECYCLING**

Éco Entreprises Québec (ÉEQ) is the organization that develops the Schedule of Contributions and collects company contributions, which are then redistributed to finance municipal curbside recycling services in Quebec. ÉEQ also encourages innovation and sharing of best practices in order to optimize the recyclable materials value chain. To do so, ÉEQ cooperates, on the one hand, with companies to reduce quantities of materials at the source and encourage the use of recyclable materials and, on the other, with municipalities to increase recycling and the economic value of recovered materials.

ÉEQ is a private non-profit organization created by companies that put containers, packaging and printed matter on Quebec's market. The organization was accredited by RECYC-QUÉBEC in 2005 in accordance with the Environment Quality Act.

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# ACTION



Companies



Citizens



Municipal programs



Sorting centres



Conditioners and recyclers

## MESSAGE FROM THE CHAIR OF ÉEQ'S BOARD AND ITS PRESIDENT AND CHIEF EXECUTIVE OFFICER

# A VISION PUT INTO ACTION

### AT THE HEART OF THE CURBSIDE RECYCLING SYSTEM

Because companies pay 100% of the net costs of curbside recycling in Quebec – one of the highest producer responsibility obligations not only in Canada but in North America –, they are at the heart of the curbside recycling system and its success. Over the past ten years, their financial contribution has totalled over \$1 billion.

The tremendous effort made by companies, large and small, who operate in such a challenging environment is worthy of high praise. We thank them for their willingness to go beyond their legal obligations by investing millions more to ensure the success of the curbside recycling system. Striving to optimize the system for which they are financially responsible is part of entrepreneurs' DNA, and Éco Entreprises Québec (ÉEQ), created by the companies it represents, has inherited that DNA.

Companies' inherent need to manage their procurement, manufacturing and distribution operations motivates ÉEQ to optimize every link in the curbside recycling value chain. Today, everyone involved in this chain has become a partner as we strive to reach our common goals.

As a veritable eco-system, curbside recycling has delivered impressive results from economic, environmental and social standpoints. Company contributions that have financed curbside recycling over the past ten years have resulted in the recovery of over 5 million tonnes of recyclable materials, avoided 2 million tonnes of greenhouse gas (GHG) emissions and supported Quebec's recycling industry, which provides 10,000 direct jobs and generates \$4 billion in economic benefits. While those achievements are significant, they are only part of the story!



## VISION

The originality of ÉEQ's actions comes from the vision the organization has defined for itself. Quite naturally, curbside recycling stakeholders generally focus on their particular business activities and those of directly-related partners, both upstream and downstream. ÉEQ's entrepreneurial nature led the organization to consider curbside recycling as a business model and circular economy that will reach its full potential by continuously improving each link and interaction in the chain.

ÉEQ was the first to talk about curbside recycling in terms of a value chain – and rightly so, as it is a recovery system that takes best advantage of the economic and environmental viability of all recyclable materials. Curbside recycling is truly an incredible source of value.

We have excellent reasons for introducing an economic aspect to the recovery equation. Indeed, the role of contributor – and the fact that companies have a limited capacity to pay – requires ÉEQ to seek cost efficiencies and maximum revenues from curbside recycling.

## ACTION

From the very beginning, ÉEQ based its vision on research, optimization and innovation. Along with partners, we then turned towards developing and adopting best practices. Today, more than ever, everyone is taking action.

In the overview of activities, you will note the impressive achievements of ÉEQ and its curbside recycling partners over the past year. Numerous and decisive, they were implemented in keeping with our curbside recycling business model and as elements of the circular economy. Two initiatives stand out: the 2015 “Solutions That Matter” Forum and the *Innovative Glass Works* Plan, announced at the end of the year and officially launched in January 2016.

ÉEQ's “Solutions That Matter” Forum, attended by over 200 key actors in the curbside recycling value chain, introduced five optimization levers and put forth our plans to develop curbside recycling as a business model. Taking inspiration from best practices implemented here and abroad, Forum participants reflected on how actions should



be prioritized. The glass issue, its processing in sorting centres and use in a wide range of applications was clearly at the top of the list.

That is why after consultations, research and analysis, ÉEQ developed the *Innovative Glass Works* Plan in which Quebec companies agreed to invest approximately \$7 million in concrete, permanent and value-generating solutions for all the glass collected via curbside recycling in Quebec.

To fully play its role as catalyst and inspire more people to take action, ÉEQ felt that the organization itself, its mission and undertakings needed to be better understood by the public and other stakeholders. A two-pronged ad campaign featuring ÉEQ spokesperson Éric Salvail was therefore launched in 2015. A survey conducted last year showed that our visibility has tangibly increased and, judging from the skit on the end-of-year *Bye bye 2015* show referring to one of the ads, people are taking notice.

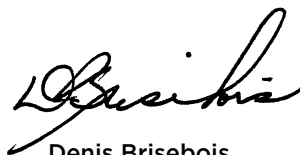
## VISION AND ACTIONS FOR THE FUTURE

Our endeavours relating to ÉEQ's particular spheres of activity, specifically compensation plan optimization, improvements to the company reporting process and harmonization with Canadian counterparts, have resulted in significant progress in 2015. ➔

With regard to the broader objective of contributing to curbside recycling success, ÉEQ is very pleased to see that, over the past year, its vision and actions are shared by a growing number of partners and stakeholders. Thanks to contributing companies' unfailing commitment, the municipal sector's enthusiastic participation in the *Best Practices Initiative for Curbside Recycling*, as well as the warm welcome given by sorting centres, conditioners, recyclers and R&D partners to the *Innovative Glass Works* Plan and ÉEQ's many other initiatives, we are more confident than ever that 2016 will be yet another successful year of progress. Our challenges are still great, but so is our willingness to take them up and overcome them together.

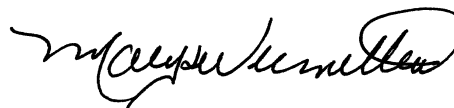
## ACKNOWLEDGEMENTS

To help ÉEQ pursue its objectives, we have benefited from – and will continue to need – the recognition, willingness, creativity and enthusiasm of our contributing members, business partners and the members of our expert team. We thank each and every one of them for their essential contribution to our common goal of realizing the full potential offered by curbside recycling and the rigorous management of the compensation plan.



**Denis Brisebois**

Chairman of the Board of Directors



**Maryse Vermette**

President & CEO



Companies



**\$135 M**  
PAID ANNUALLY  
BY COMPANIES  
TO FINANCE  
CURBSIDE  
RECYCLING



Citizens



**3 TIMES**  
MORE PEOPLE  
HAVE HEARD  
ABOUT ÉEQ  
COMPARED  
TO 2014



Municipal programs



**12,000**  
AWAY-FROM-  
HOME RECYCLING  
BINS FINANCED  
SINCE 2008



Sorting centres



**OVER  
80%**  
OF SORTING  
CENTRES  
EXPRESSED  
INTEREST IN THE  
*INNOVATIVE GLASS  
WORKS PLAN*



Conditioners and recyclers



**2M  
TONNES**  
OF GHG AVOIDED  
THANKS TO  
COMPANY  
CONTRIBUTIONS  
SINCE 2005

## OVERVIEW OF ACTIVITIES

# CURBSIDE RECYCLING: A BUSINESS MODEL AND CIRCULAR ECONOMY

Curbside recycling is already a success in Quebec. Among Canadian jurisdictions with an Extended Producer Responsibility (EPR) program, Quebec sets itself apart by:



**Coverage rate – At 99%,  
the highest in Canada**



**Materials collected per  
inhabitant – On average,  
one-third more**



**Net recovery costs –  
One-third lower**

Curbside recycling provides Quebec with substantial economic, social and environmental benefits, including a 2 million tonne reduction in greenhouse gas emissions (GHG) since 2005.

That performance can still be significantly improved. And that is Éco Entreprises Québec's (ÉEQ) vision. Increasingly embraced by each link in the curbside recycling value chain – companies, citizens, municipal collection stakeholders, sorting centres, conditioners and recyclers –, ÉEQ's vision drives its 2013-2016 strategic plan.

### ÉEQ'S VISION: IN 2018...

**“ÉEQ WAS INSTRUMENTAL IN MAKING  
QUEBEC'S RECYCLING INDUSTRY ONE OF  
THE BEST PERFORMING IN NORTH AMERICA  
FROM AN ECONOMIC, ENVIRONMENTAL  
AND SOCIAL STANDPOINT.”**

Following through on its strategic vision, ÉEQ's business model for curbside recycling focuses on optimizing each link in the chain from the perspective of a circular economy in order to draw the greatest advantages from economic, environmental and social standpoints.

ÉEQ's January 2015 “Solutions That Matter” Forum enabled some 200 key actors to set the foundations of an optimization strategy that stakeholders are increasingly adopting. Five curbside recycling optimization levers were identified during that meeting. In the following pages, you will see how ÉEQ and its partners have activated those levers in 2015.





## CURBSIDE RECYCLING'S 5 OPTIMIZATION LEVERS

Optimize citizens' recycling habits

Improve the quality of collected materials

Encourage information sharing and the implementation of best practices

Improve sorting centre performance and efficiency

Apply a regional or provincial perspective to sorting and conditioning activities



## COMPANIES

# FINANCE CURBSIDE RECYCLING, INVEST IN ITS SUCCESS



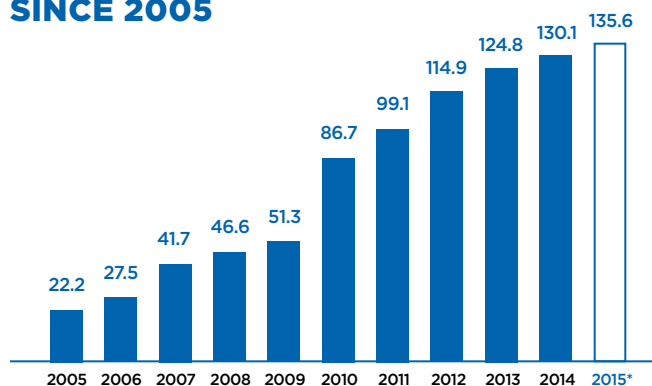
### A COMMITMENT THAT GOES WELL BEYOND FINANCING

Under the municipal curbside recycling compensation plan, companies that put containers, packaging and printed matter (CP&PM) on Quebec's market have assumed an increasing share of the eligible net costs of curbside recycling programs since 2005, reaching 100% of costs since the 2013 Schedule of Contributions.

Companies, through ÉEQ, have committed to not only meeting their responsibilities, but also investing millions of dollars more in the success of the curbside recycling system.

### COMPENSATION PAID BY COMPANIES TO MUNICIPALITIES SINCE 2005 (IN \$M)

### ALMOST \$1 B PAID TO MUNICIPALITIES SINCE 2005



\* Compensation to be paid once the 2015 Schedule of Contributions is published.

### DETERMINE AND COLLECT COMPANY CONTRIBUTIONS

#### *Stabilize and simplify the financing formula*

Many factors must be considered when developing the Schedule of Contributions and collecting company contributions. The simplification and stability of the fee formula are two issues of importance to targeted companies. That is why ÉEQ established an inclusive framework involving companies as well as sector and manufacturing associations in order to define a formula that meets contributor expectations.

#### *Establish fair Schedules of Contributions*

The accuracy of data used to establish each Schedule of Contributions is fundamental to ensuring that it is fair and rigorous. That is why, in cooperation with RECYC-QUÉBEC and consulting firm Raymond Chabot Grant Thornton, ÉEQ developed an activity based costing (ABC) model that is unique to Quebec. The model, a first in North America, enables us to determine the net costs of curbside recycling according to category of materials and specific material, and therefore take into account the costs of collecting, transporting, sorting and conditioning materials, as well as of the revenues generated from their subsequent resale.

The model was developed to use verifiable data and studies, including municipal residual materials characterization. Conducted at regular intervals with the latest in 2012-2013, the study reveals trends in consumers' recycling habits and recovery rates.



At the end of 2015, the Regulation on the compensation plan was amended by the Government of Quebec to update the allocation of costs per class of materials and the percentage deduction for non-designated materials, i.e. materials that are not containers, packaging or printed matter that end up at sorting centres. The results of the government's 2014 characterization of residual materials and the 2013 activity-based costing study supported the legislative amendment. ÉEQ needed that data to develop the 2015 Schedule of Contributions.



**The increase in levels of non-designated materials observed between 2007 and 2010 (which rose from 5% to 15% of tonnage collected) is now on the decline, as indicated by the 2014 study, which determined the proportion at 13%. That is proof of the important and beneficial effect of recurrent awareness campaigns.**



#### ***Company consultations regarding the 2015-2016 Schedule of Contributions***

In November 2015, ÉEQ presented its draft 2015 and 2016 Schedules of Contributions to companies and organizations subject to the compensation plan. Participants had the option of attending either the Montréal or Toronto meeting, or joining in via audio-broadcast. Over 150 persons participated in the exercise, and companies wishing additional information could go to the website or contact ÉEQ's personnel. Comments on the information provided during consultation meetings were included in the 2015-2016 consultation report and considered in the finalization of each Schedule of Contributions.

Delays in the publication of the 2015 Schedule of Contributions will result in two years' worth of contributions being collected in 2016-2017, i.e. those resulting from the 2015 and 2016 Schedules, constituting an exceptional burden on companies and on ÉEQ. Every effort is being made to establish regularity and predictability in this regard.

#### ***Facilitate reporting, provide companies with guidance***

Well aware of how complex reporting can be and the burden on companies, ÉEQ has launched a project to optimize the reporting process. A reporting kit was made available, and ÉEQ reworked criteria so more companies would qualify for the simplified reporting process. The focus is now being placed on identifying concrete actions to optimize company reporting and streamline the resources needed for the process.

To validate the directions being explored, ÉEQ is participating in a benchmarking exercise with other Canadian programs and has conducted interviews with sector associations and targeted companies in order to better understand their reporting processes. A survey of 150 companies was conducted and group discussions were held to identify the irritants involved in report production as well as the levers available to ÉEQ to alleviate them.

Although the great majority of companies said that they were already very satisfied with ÉEQ's services, we developed an action plan for 2016 and 2017 to further simplify the reporting process, personalize tools as well as improve our website and company guidance services.

**ACCORDING TO OUR SURVEY  
ON REPORTING PROCESS  
OPTIMIZATION, OVER 80% OF  
REPORTING COMPANIES ARE  
SATISFIED WITH ÉEQ'S  
GUIDANCE SERVICES.**

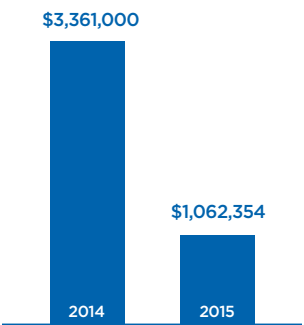
# COMPANIES

## Ensure fairness among companies

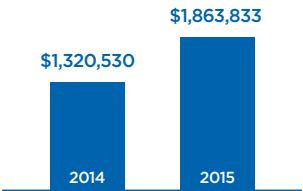
Endeavouring to ensure fairness, ÉEQ deployed more efforts last year to collect contributions from targeted companies that had yet to pay their fair share for the 2010 to 2014 Schedules of Contributions, which resulted in the recovery of almost \$8 million.

### AMOUNTS PAID AND RETURNED TO CONTRIBUTORS FOLLOWING COMPLIANCE ACTIVITIES AND THE APPLICATION OF SCHEDULE TERMS

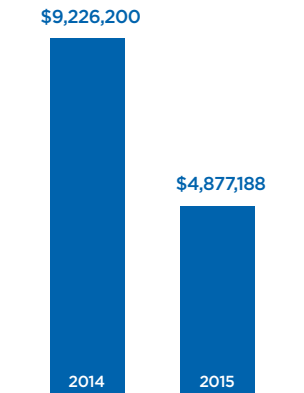
#### New reporting companies\*



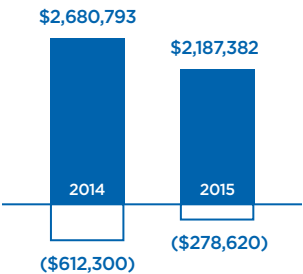
#### Contributions received after legal action



#### Late-submitting companies\*\*



#### Report analysis and auditing



■ Amounts collected  
□ Amounts returned

\* Actions targeting smaller companies, as larger companies are already complying.

\*\* Fewer late-submitting companies as no Schedule of Contributions was published in 2015.

## OPTIMIZE CONTAINERS, PACKAGING AND PRINTED MATTER

In addition to contributing to the effectiveness of the curbside recycling system, CP&PM ecodesign spurs innovation and is part of a sustainable development approach that reduces environmental impacts while generating savings. As companies are the decision-makers as to what is used to package their products, this option needs to be an early consideration. ÉEQ has therefore been actively encouraging ecodesign for several years via its OptimEco.ca portal.

Garnering the 2014 NOVAE Corporate Citizenship Award in the Innovation category, OptimEco.ca was developed for the benefit of all Canadian companies. Bolstered by this recognition, ÉEQ continued to improve the portal last year by bringing together related ecodesign tools and facilitating navigation.

OptimEco.ca is a major source of documentation, information and case studies. Design teams and everyone involved in packaging issues can benefit from using this innovative tool to improve business practices.



To encourage more businesses to undertake new ecodesign initiatives, ÉEQ has identified contributing companies according to specific business sectors in order to offer more focused guidance as part of our next step. In addition, ÉEQ has called on social responsibility and packaging experts to cooperate with companies and provide coaching for their individual ecodesign initiatives. In 2015, a dozen companies benefited from the advice of Groupe AGÉCO, recognized consultants on the subject.

By multiplying projects and engaging more and more companies from every sector, ÉEQ contributes to making ecodesign a standard part of business decisions.



Through ecodesign, Éco Entreprises Québec encourages companies to take into account the environmental impact of their packaging and focus on the potential economic and reputational value added of integrating such considerations.



Quebec's very first forum on curbside recycling optimization organized by ÉEQ in January 2015 brought together some 200 key actors in the recycling industry.

### Solutions That Matter



The popularity of the event is proof that everyone involved is committed to further improving a system that is already recognized as worthwhile from economic, environmental and social standpoints.

The fruitfulness of exchanges showed that we have the necessary talent and tools to set this industry apart as a distinctive sector, both here in Quebec and on the international scene. Developed with the help of KPMG-SECOR, ÉEQ's strategic vision as well as the optimization levers discussed during the Forum were implemented during the past year. They were also presented and explained to several influential groups, including Quebec's National Assembly's Commission des transports et de l'environnement.

**"Optimization and ecodesign improve companies' competitive positioning in the eyes of today's consumers, who are better informed and more aware of the issues. According to our studies, ecodesigned products improve profit margins by an average of 12%."**

- Bertrand Derome, General Manager of the Institut de développement de produits (IDP)

### INVEST IN THE CURBSIDE RECYCLING BUSINESS MODEL

In addition to promoting ecodesign, ÉEQ invests in such initiatives as the Away-from-Home Recycling Program and the Curbside Recycling Ambassadors Program to encourage the public to continue good recycling habits wherever they may be. Also benefiting from ÉEQ's support, the bacs+ group, which brings together many stakeholders in the curbside recycling value chain, works to preserve the integrity of the system and promote the system's excellent performance and effectiveness.

**"If an industry is to be innovative, its stakeholders must not work in isolation. By bringing together the various links in the value chain in cooperation forums, new and practical ideas emerge and ties are created to facilitate their implementation. Better quality manufacturing is likely to result and costs will be optimized."**

- Mélanie Kfoury, speaker at the 2015 "Solutions That Matter" Forum



## COMPANIES

Allotted a \$6.7 million budget, the *Innovative Glass Works* Plan, explained in more detail later in this review of activities, constitutes the first part of that commitment. It was designed to encourage the development of innovative uses for glass processed in sorting centres.

This significant investment was made with a view to preserving the integrity of the curbside recycling system so it may deliver its full environmental, economic and social potential.

**ÉEQ INVESTS IN CONCRETE SOLUTIONS TO RECLAIM 100% OF GLASS COLLECTED VIA CURBSIDE RECYCLING PROGRAMS, CONTRIBUTE TO REACHING THE GOVERNMENT'S SUSTAINABLE DEVELOPMENT OBJECTIVES AND CONFIRM QUEBEC'S SPEARHEADING ROLE IN THE RECYCLING INDUSTRY.**

### INCREASE VISIBILITY AND EFFECTIVENESS

To expand the scope of ÉEQ's efforts, the general public needs to better understand the central role companies play in financing and optimizing the curbside recycling system. In that regard, our visibility campaigns featuring popular host and ÉEQ spokesperson Éric Salvail have been very successful. According to a CROP survey conducted after the first year of the campaign, three times more respondents (from 10% to 30%) said they were aware of the role companies play in financing curbside recycling in Quebec. Those exceptional results spurred ÉEQ's decision to pursue the campaign.

"In December 2015, 30% of survey respondents said they were aware that companies finance curbside recycling, as opposed to only 10% a year earlier – a rate of progress rarely seen in our industry!"

– Daniel Juillet, Vice-President, CROP



**MORE AND MORE  
CITIZENS ARE AWARE THAT  
COMPANIES FINANCE  
CURBSIDE RECYCLING.  
THE MESSAGE IS  
GETTING ACROSS!**

### CONTRIBUTE TO THE LEGAL FRAMEWORK

Quebec's legal framework plays a central role in ÉEQ's activities. At the beginning, the compensation plan established companies' obligation to financing curbside recycling. Then, in compliance with the Environment Quality Act, ÉEQ was certified by RECYC-QUÉBEC to develop the Schedule of Contributions and collect payments from companies for redistribution to compensate for the costs of municipal curbside recycling programs.



It is crucial for ÉEQ to be involved in the evolution of the legal framework, particularly with regard to environmental matters, as the government's decisions have a determining effect on the curbside recycling system and its financing. ÉEQ's participation in such issues is facilitated to a certain extent by the organization's solid credibility and the expertise of its personnel, which is in large part why ÉEQ's President and CEO, Maryse Vermette, was invited to co-chair the Comité-conseil sur les matières résiduelles, created in November 2014 by the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques (MDDELCC).

When appropriate, ÉEQ makes representations in the form of submissions or otherwise to decision-makers at various levels, including the City of Montréal during consultations on a shopping bag ban, the Montréal and Québec City metropolitan communities regarding the development of their residual materials management plans, and the Commission des transports et de l'environnement regarding curbside recycling optimization options.

***The threat of broadening the deposit system:  
a gap between the public's intent versus their actions***

Broadening the deposit system to include wine and other beverage containers appears, at first glance, to be good for the environment. In actual fact, doing so could have a significant negative effect on the environment and the sustainability of Quebec's curbside recycling system. Indeed, reducing the quantity and quality of items placed in recycling bins could compromise curbside recycling's economic model, and companies' costs will balloon to beyond their capacity to pay. What's more, a 2015 CROP survey revealed that a great many citizens who are used to placing such containers in their recycling bin are likely to continue doing so.

**"The public doesn't always walk the talk. Based on our observations, broadening the deposit system to include wine bottles (and other beverage containers) does not mean people would massively make the effort to return containers to designated deposit locations. In fact, between one-third and one-half of Quebecers would continue to place beverage containers in their recycling bins even if the government broadened the deposit system to include them."**

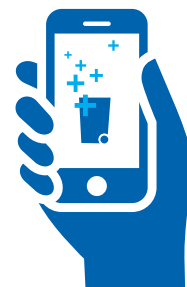
- Daniel Juillet, Vice-President, CROP

**Curbside recycling =  
mass transit for recyclable  
materials**



***bacs+ = Bénéfices de l'augmentation  
de la collecte sélective***

Created at ÉEQ's initiative, bacs+ brings together companies, organizations, associations and other stakeholders in the materials recovery sector with the objective of preserving the integrity of the curbside recycling system and demonstrating its impressive performance and effectiveness. bacs+ has established itself as a front-line player in the strengthening of the curbside recycling system and the debate on broadening the deposit system. Its activities are centered on offering sound information regarding curbside recycling optimization and the benefits derived from directing all single-use beverage containers to one proven system. In 2015, bacs+ organized 50 meetings with government authorities, met with influential groups, revitalized its website, created a Facebook page and disseminated press releases, videos and open letters in order to propose structuring solutions.



## CITIZENS

# OPTIMIZE CITIZENS' RECYCLING HABITS

As it is each citizen's decision to place containers, packaging and printed matter in recycling bins, either at home or in public places, *Optimize citizens' recycling habits* constitutes a key lever in curbside recycling optimization. What they do will be all the more effective if they are well informed and the process is simple. Information campaigns and consistent messaging contribute to the quality and quantity of materials placed in bins. The Regulation can also play an important role by giving the clear and simple directive that all single-use beverage containers should be placed in recycling bins.

### GETTING COMPANIES RECOGNIZED FOR THEIR CONTRIBUTION

The principles of good communications dictate that, for a message to be heard, audiences must first know they are being addressed and why. It is on that basis that we developed a visibility campaign featuring ÉEQ spokesperson Éric Salvail. By providing audiences with information on what should be placed in recycling bins and the role ÉEQ plays in financing recycling, the popular host achieves those two important goals.

ÉEQ informs the public in several other ways, particularly via interviews and articles published in general and specialized media. In 2015, eco-responsible packaging took centre stage following the release of study findings by the Observatoire de la consommation responsable.

To communicate efficiently, ÉEQ must know what the public recycles, and that information is provided by characterization studies.



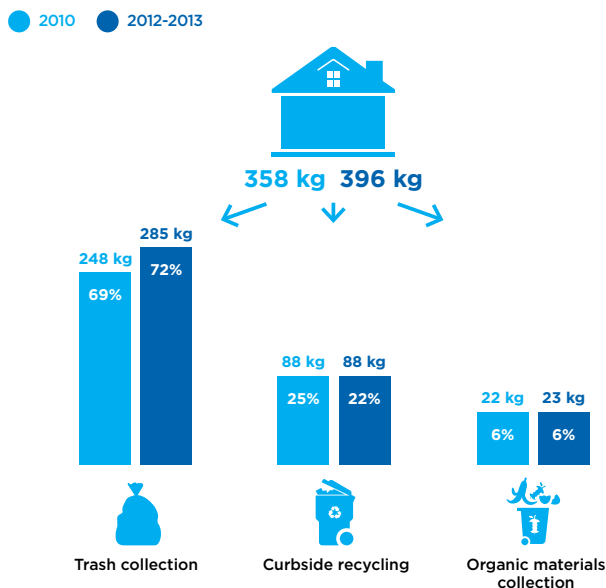
A successful ad campaign featuring ÉEQ spokesperson Éric Salvail tripled ÉEQ's visibility in only one year!



## CHARACTERIZATION OF HOUSEHOLD RESIDUAL MATERIALS

Residual materials generation and citizens' sorting habits are measured by the characterization of materials and their distribution among the three types of curbside collections: trash, recyclable materials and organic materials. ÉEQ and RECYC-QUÉBEC periodically order a province-wide characterization study, with the first conducted in 2006-2007, the second in 2010 and the most recent in 2012-2013. Recurrent studies help measure trends in quantities and types of residual materials generated by households.

### MATERIALS GENERATED PER PERSON AND PER COLLECTION STREAM



## ENCOURAGE ECO-RESPONSIBLE PACKAGING

In 2015, ÉEQ again contributed to the Baromètre de la consommation responsable study carried out by UQAM's management sciences school. The findings were used to develop a new ecodesign indicator that measures Quebecers' perception of eco-responsible packaging. More than two-thirds of Quebecers understand that packaging is eco-responsible if it is made from recycled or recyclable materials.

There is still much to do to educate the public about ecodesign measures that apply to every step of a packaging item's life cycle. Some myths still need to be dispelled regarding secondary packaging, as it does not necessarily constitute over-packaging. Indeed, several types facilitate the transportation of smaller containers or contribute to extending the life of perishable foods. In addition, consumers should be given instructions on how to determine which packaging items should be placed in the recycling bin while others sent to the trash so as to optimize their essential contribution to the curbside recycling value chain.



**One Quebecer out of two has a good understanding of what constitutes eco-responsible packaging and can easily spot over-packaged products.**

## ENCOURAGE CURBSIDE RECYCLING AMBASSADORS

Because we know that young people greatly influence family consumption and recycling habits, ÉEQ, in cooperation with the Regroupement des maisons de jeunes du Québec (RMJQ), created the Curbside Recycling Ambassadors Program in 2014. RMJQ spokesperson Étienne Dano urged teens to participate in this creative program consisting in the development of two types of projects: one raises awareness among fellow citizens about the benefits of recycling materials when they are away from home, and the second advocates for more recycling equipment to be installed in municipal public places.

## ÉEQ HAS PROVIDED FINANCING TO 37 YOUTH CENTRES, WHO SHARED A TOTAL OF \$105,000.

At the end of 2015, ÉEQ financing for this initiative totalled \$105,000 distributed to 37 youth centres. These projects were publicized well beyond the youth centres. One was featured at a short-film festival while others were the subject of articles in local newspapers, and still others resulted in commitments by municipalities to install new recycling equipment in public places.

## MUNICIPAL PROGRAMS

# IDENTIFY BEST PRACTICES, ENCOURAGE THEIR ADOPTION

### WORKING WITH KEY PARTNERS

As curbside recycling program managers, municipalities are key partners for ÉEQ in streamlining sector activities. In fact, two of the five optimization levers are associated with municipalities.

*Improving the quality of sorting centre output* requires municipalities and transportation companies to pay particular attention to the quality of collected materials in order to draw optimum value from their conditioning and recycling. Adopting best practices for collecting and transporting materials also results in greater effectiveness and savings.

The second optimization lever, *encourage information sharing and the implementation of best practices*, took on its full meaning during workshops held as part of the the Best Practices Initiative.

### MAINTAINING DYNAMIC PARTNERSHIPS WITH MUNICIPALITIES

As municipal associations play a strategic role in the industry, their general meetings are an important opportunity for ÉEQ to establish strong ties with them and occasionally give presentations. Similarly, the presence of municipal stakeholders at ÉEQ-organized events is always welcomed and appreciated. In 2015, ÉEQ redefined its structure to incorporate a Services to Municipalities Department in order to better meet the needs of its municipal partners.

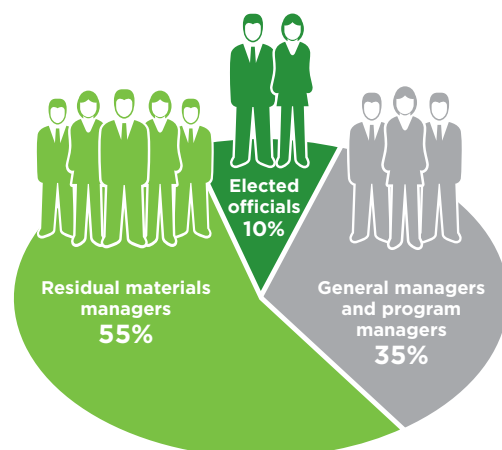
### STIMULATE PARTICIPATION IN THE BEST PRACTICES INITIATIVE

This far-reaching initiative started with ÉEQ's 2012-2013 tour of Quebec regions during which we met with 120 elected officials and 75 municipal program managers. The following year, ÉEQ developed and launched the first the Best Practices Initiative workshops. Progress after 16 months of activity is positive:

almost **240**  
participants

**24** workshops

**14** host  
regions







**100% OF REGIONS WHERE  
A FIRST BEST PRACTICES  
WORKSHOP WAS HELD ASKED  
FOR A SECOND TO BE  
ORGANIZED.**



“The Best Practices Initiative offers a welcomed forum for discussion and idea exchanges. Optimizing residual materials collection is an objective we pursue as part of our individual and metropolitan residual materials management programs. It is crucial for all our regions!”

– Participant from the Montérégie region, June 2015

Starting off with a portrait of regional performance prepared by ÉEQ and thorough analyses, each Initiative workshop banks on fruitful exchanges between first-line curbside recycling stakeholders who get together in small groups to explore how each step of the system can be improved to perform better. Municipal representatives thus share ideas and best practices relating to collection, transportation, sorting and conditioning. Several municipalities were able to significantly improve their requests for proposals following Initiative workshops. This past year, ÉEQ also took the opportunity to urge municipal officials to take advantage of the Away-from-Home Recovery Program.

Given the enthusiastic reception given by participants and the excellent results obtained, we will continue to organize more workshops across Quebec in 2016, including municipalities in the Greater Montréal Metropolitan Community. In addition, a sorting centre working group will be set up to develop template clauses for RFP specifications, and ÉEQ will measure the overall progress of optimization achieved by municipalities.

## MUNICIPAL PROGRAMS

### HIGHLIGHTING THE SUCCESS OF THE AWAY-FROM-HOME RECOVERY PROGRAM

By supporting the installation of more recycling equipment in public places, the Away-from-Home Recovery Program provides municipalities with the means to encourage good recycling habits when citizens are away from home, thus contributing to the government's residual materials management objectives. The \$8 million program is jointly financed with ÉEQ's voluntary contributions and support from the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques via its Fonds vert as part of the 2011-2015 Action Plan outlined in Quebec's Residual Materials Management Policy.

Since it was created in 2008, the Program has helped municipalities add over 12,000 pieces of recycling equipment to the bins already in place, which sometimes also benefited from improvements thanks to new designs.

**SUCCESS OF THE AWAY-FROM-HOME RECOVERY PROGRAM SINCE 2008: \$6 M, 350 MUNICIPAL PROJECTS AND OVER 12,000 PIECES OF RECYCLING EQUIPMENT.**



**A JANUARY 2016 CROP SURVEY SHOWED THAT 74% OF PEOPLE WOULD LIKE ACCESS TO MORE RECYCLING EQUIPMENT WHEN THEY ARE AWAY FROM HOME.**



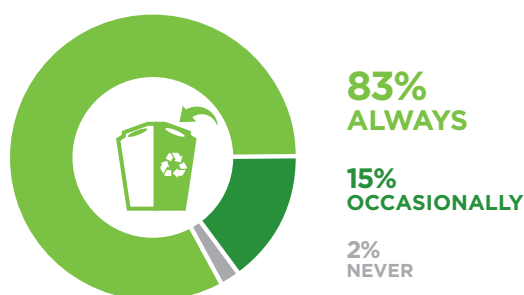
Thanks to the Away-from-Home Recovery Program, citizens have an opportunity to contribute to the protection of the environment and the success of curbside recycling in Quebec by using the additional equipment that was installed in each of the 17 administrative regions.

As the Program ends in late 2016, a major push is being made to encourage municipalities to submit their projects by year end.



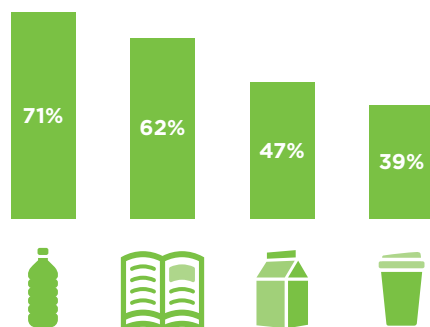
## RESULTS OF A CROP SURVEY CONDUCTED IN JANUARY 2016

When materials recovery equipment is available in public places, 83% of Quebecers always use them, while 15% use them only occasionally.



Respondents say that they use equipment (bins) mainly to dispose of:

- Water bottles
- Newspapers and other printed matter
- Milk or juice containers
- Coffee cups



Almost three-quarters of respondents would like to have more access to materials recovery equipment in public places, particularly in parks and along commercial streets.

The encouraging findings of the survey have attracted the attention of the media in Montréal and in the regions.



## ENCOURAGE INNOVATION

Some municipalities have been innovative in helping their citizens choose the correct means to dispose of items, therefore reducing the quantities of items sent to landfill while optimizing the recovery of recyclable materials. In the greater Montréal area, the City of Beaconsfield has offered its residents the choice of three sizes of garbage bins equipped with RFID transponders that automatically register the volume of garbage produced and the frequency of collections.

Always interested in exploring new options, ÉEQ readily participated in this project, providing expertise in communications and awareness raising throughout the municipality and financing the characterization of the trash and recycling produced so as to measure the impacts of the new approach on the quantity and quality of recovered materials. The expertise thus developed will be useful to any other municipality wishing to take inspiration from this technological and ecological advance.



Launched in 2015, the Tri-logique program offers a range of public awareness tools to help municipalities reduce the quantities of materials sent to landfill and raise public awareness in order to improve the recyclables recovery rate.

## SORTING CENTRES

# MATERIALS SORTING THAT OPTIMIZES VALUE

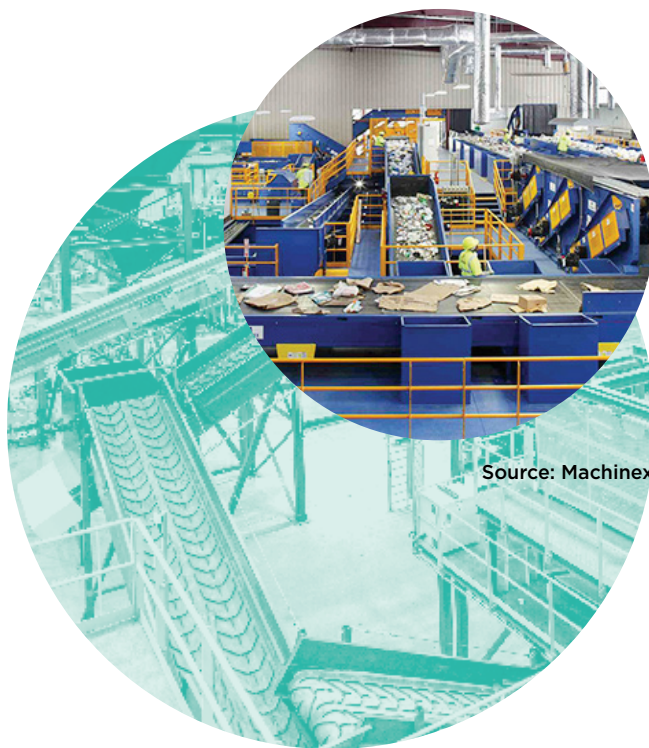
### INNOVATION AND BEST PRACTICES TO IMPROVE PERFORMANCE

Sorting centres are the next step in the recovery cycle before materials are reclaimed. In Quebec, sorting centre size and degree of mechanization vary greatly. Continuing to improve and standardize operations therefore constitutes a strong lever for ensuring the quality of output materials.→

Quality materials are essential for conditioners and recyclers who are the last links in the chain and transform recovered materials into products with added value and very real benefits for the environment.

That is why ÉEQ considers sorting centres as essential partners and the focus of two other curbside recycling optimization levers. *Improving sorting centre performance and efficiency*, particularly through innovation and the application of best practices and new technologies, is essential to producing the quality materials needed for making new products.

*Applying a regional or provincial perspective to sorting and conditioning activities* will result in the optimization of material quality and processing costs in a dynamic green economy, both locally and abroad.







### **INNOVATIVE GLASS WORKS: TURNING A CRISIS INTO A BUSINESS OPPORTUNITY**

The combined effects of the markedly lower demand for recovered glass to make glass wool, the closure of Quebec's main glass conditioner and the lack of sorting centre investments in glass processing made it essential to launch a concrete and far-reaching plan to ensure that all glass collected via curbside recycling programs is efficiently processed.

#### ***A well thought-out approach***

Following the "Solutions That Matter" Forum, ÉEQ and several stakeholders searched for ways to increase the quality of recovered glass in order to stimulate current market outlets and develop new ones. In the spring and summer of 2015, ÉEQ met with equipment manufacturers, sorting centres, conditioners and recyclers to evaluate their needs and potential. Contacts were also made with the Cement Association of Canada, the Ministère des Transports du Québec and several contract originators to identify potential avenues for using recycled glass, particularly in road and building infrastructures.

Left to right, at the January 14, 2016, press conference announcing the *Innovative Glass Works* Plan: Pierre Paré, President, Machinex; Virginie Bussi res, Director, Communications and Public Affairs,   EQ; Denis Brisebois, Chair of the Board of Directors,   EQ; Lionel Perez, City of Montr al Executive Committee Member in charge of infrastructures, the CSEM, governance and democracy and governmental relations; Maryse Vermette, President and CEO,   EQ; Saul Polo, MNA for Laval-des-Rapides and MEIE legislative assistant; Jean-Luc Plante, Vice-President, Optimization,   EQ; Myl ne Fug re, Advisor, Curbside Recycling Optimization,   EQ; Steve Whettingsteel, President, Krysteline Technologies; and Nick Baker, British Consul General in Montr al.

**January 2016: Launch of the *Innovative Glass Works* Plan – a concrete plan to process 100% of glass collected via Quebec's curbside recycling programs.**

# INNOVATIVE GLASS WORKS



## SORTING CENTRES



### *Innovative Glass Works Plan:* Positive, large-scale impacts



#### Achieving ambitious objectives via three measures

An international search to identify high-performance equipment for processing glass in sorting centres preceded the launch of the *Innovative Glass Works Plan* in which ÉEQ is investing \$6.7 million. The plan includes three measures:

**Measure 1: Demonstration projects** that consist in installing proven state-of-the-art equipment to sort and clean glass in several sorting centres. To accomplish that goal, ÉEQ brought in two strategic partners: Krysteline Technologies, a British manufacturer with an innovative glass processing technology, and Machinex, a major Quebec equipment manufacturer.

**Measure 2: R&D projects** to test Quebec technologies that complement Krysteline's equipment.

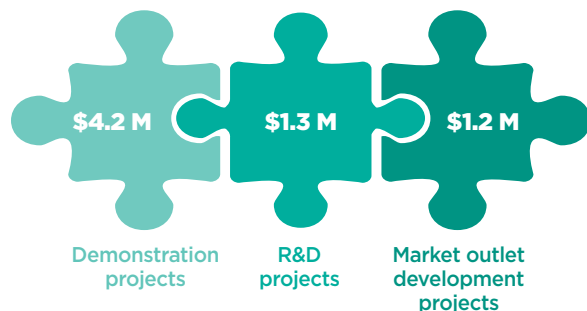
**Measure 3: Financial, technical and marketing support** for companies and organizations to help them develop and market products that include glass collected via curbside recycling programs in Quebec.

With the *Innovative Glass Works Plan*, ÉEQ and its strategic partners are implementing a comprehensive solution for processing 100% of glass produced in Quebec. The curbside recycling system is therefore instrumental in turning a crisis into an array of business opportunities with clear economic, environmental and social benefits.



Quebec equipment manufacturer Machinex, who had previously joined forces with Krysteline Technologies on international projects, will be the British company's North American distributor of its green technology.

### THE *INNOVATIVE GLASS WORKS PLAN*: A \$6.7 M ACTION PLAN





# SUPPORT FOR A DYNAMIC INDUSTRY, WEALTH CREATION AND ENVIRONMENTAL BENEFITS



### REALIZING ECONOMIC, ENVIRONMENTAL AND SOCIAL POTENTIAL

Conditioning and recycling are the links that close the loop of the curbside recycling business model. At these stages, materials get a second valuable life as a raw material or finished product with a greatly reduced environmental footprint.

As conditioners and recyclers contribute to the viability of the curbside recycling business model, ÉEQ has taken an action-oriented interest in this segment of the industry. Benefiting from \$1.2 million from the *Innovative Glass Works* Plan, conditioning and recycling activities will focus on developing new market outlets for recycled glass.

### RECYCLED GLASS IN OUR ROADS: A BRILLIANT WAY FORWARD!

In November 2015, ÉEQ announced a partnership with the École de technologie supérieure (ÉTS), Mitacs, RECYC-QUÉBEC, the Société des alcools du Québec (SAQ) and the City of Montréal for a research project on integrating recycled glass in asphalt and road infrastructures.

Results of ÉTS's first tests indicate that glass could improve asphalt properties in terms of resistance to the freeze-thaw cycle and vehicular traffic while being easy for manufacturers to integrate with current materials. Once testing is complete, glass could be used as a component of Quebec's road infrastructures in such quantities that the curbside recycling system may not be able to satisfy demand!



**ÉEQ WILL INVEST \$75,000 OVER  
THREE YEARS IN THIS PROJECT TO  
PROVIDE A LARGE-SCALE SOLUTION  
FOR THE USE OF RECOVERED  
GLASS IN QUEBEC.**

## CONDITIONERS AND RECYCLERS

### NURTURING A SOLUTION MINDSET

ÉEQ partners with Quebec entrepreneurs in various projects that transform recovered materials into value-added components and products. Examples include:

#### *Promising developments for recycled glass*

During the January 2015 “Solutions That Matter” Forum, Gaudreau Environnement announced the production of ecological paving stones made of recycled plastic bags and glass, two materials that pose significant sorting and conditioning challenges for the curbside recycling system. The paving stones have advanced from the prototype stage to very real applications, particularly in the municipal sector.



**Ecological paving stones  
made with recycled plastic,  
glass and ceramics**

*Source: Gaudreau Environnement*

#### *Market outlets for polystyrene*

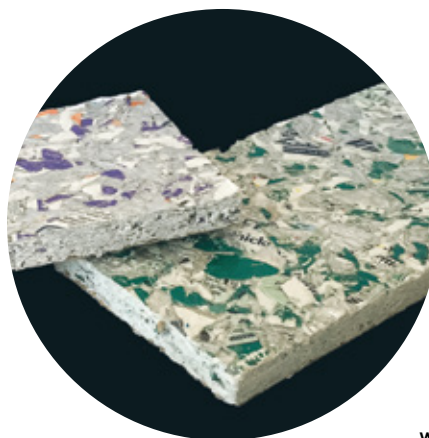
Recycling advances are being made in areas that not so long ago had poor prospects. ÉEQ participates in committees such as the Regroupement recyclage polystyrène (RRPS) and works with innovative companies to find solutions for recycling this resource. Polystyvert, an avant-garde producer of recycled polystyrene that performs as well as the original material, obtained financing for its demonstration factory in 2015. Pyrowave is another innovative Quebec company that will start a pilot test in the summer of 2016 in cooperation with Total Petrochemicals & Refining USA. These and others are attractive local solutions! Last year, ÉEQ also participated in the development of a webinar on polystyrene recovery and recycling.



**Insulation panels made  
with recycled polystyrene**

#### *New applications for multilayer cardboard*

ÉEQ has partnered with the Carton Council who, in early 2016, released a best practices guide for recovering, sorting and recycling multilayer cardboard containers. Extensive information is provided to sorting centres, conditioners and recyclers on ways to take best advantage of the containers and their components, with new applications being regularly developed. New construction materials, such as wall panels and raised panels recently available on the market, are just two examples out of many others.



**Wall panels made  
with recycled multilayer  
cardboard**



### **Stronger concrete**

VERROX glass powder manufactured by Tricentris is another versatile application for using micronized glass as a cement additive that contributes beneficial properties to concrete. Using glass avoids the significant quantities of greenhouse gas emissions generated by the production of the cement it replaces. This innovation has many applications in the municipal and institutional sectors and was integrated in the concrete tiles installed at the Maison du développement durable in Montréal.

### **BACS+ PROVIDES INFORMATION ON PLASTICS AND GLASS RECYCLING**

In 2015, bacs+ produced three videos highlighting Quebec plastics and glass recycling conditioners and recyclers, their products, and, especially, their contribution to each of the pillars of sustainable development. Watching these videos will convince you of the amazing potential of conditioning and recycling right here in Quebec.

<http://bacsplus.ca/documentation/#videos>

**Since 2015: Quebec's recycling industry has provided over 10,000 direct jobs and generated over \$4.7 billion in economic benefits; company contributions to curbside recycling have helped avoid 2 million tonnes of GHG.**



There are endless uses for paper, glass, plastics and multilayer containers that demonstrate the strength of the curbside recycling business model and the spectacular results that optimizing each link in the value chain can produce.

Adopting ecodesign and eco-responsible containers; protecting the integrity of the recycling bin and adding such other materials as single-use beverage containers; facilitating citizen's recycling habits; applying collection best practices throughout Quebec; modernizing sorting centres and endeavouring to regionalize both this activity and conditioning; supporting recyclers' innovative ideas: These actions have the potential to leverage Quebec's curbside recycling system to peak performance and generate economic benefits and jobs as well as fight climate change.

ÉÉQ believes in those objectives and, along with its partners, is firmly committed to reaching them.

**3,000 COMPANIES FINANCE  
RECYCLING EVERYWHERE.  
ÉCO ENTREPRISES QUÉBEC:  
RECYCLING IS OUR  
BUSINESS!**

## MANAGEMENT TEAM

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**MARYSE  
VERMETTE**  
President  
and CEO



**MARIE JULIE  
BÉGIN**  
Vice-President  
Compensation Plan



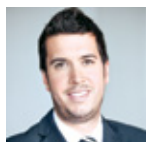
**JEAN-LUC  
PLANTE**  
Vice-president  
Optimization



**VIRGINIE  
BUSSI RES**  
Director, Communications  
and Public Affairs



**MATHIEU  
GUILLEMETTE**  
Director  
Services to Municipalities



**HUGO  
LAPOINTE**  
Director, Administrative  
Services and Finance

## GOVERNANCE MODEL

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# A STRATEGIC VISION IN ACTION

In 2015,   EQ continued to implement its 2013-2016 strategic plan. A fall 2015 evaluation of progress on its 2013-2015 action plan revealed impressive results. Indeed, 95% of planned actions were completed. An update of the action plan for 2016 was approved by the Board of Directors last December.

  EQ's actions align with its strategic plan in order to make the organization's vision a reality:

### IN 2018...

**“  EQ WAS INSTRUMENTAL  
IN MAKING QUEBEC’S RECYCLING  
INDUSTRY ONE OF THE BEST  
PERFORMING IN NORTH AMERICA  
FROM AN ECONOMIC, ENVIRONMENTAL  
AND SOCIAL STANDPOINT.”**



# BOARD OF DIRECTORS

## ÉEQ MEMBERS\*



**DENIS BRISEBOIS<sup>1-3</sup>**  
Chair of the Board and  
Chair of the Human  
Resources Committee

- Appointed to the Board on June 12, 2009
- Designated representative of Metro inc.



**ÉRIC BRUNELLE<sup>3</sup>**  
Member of the Board

- Appointed to the Board on April 25, 2013
- Designated representative of Agropur coopérative



**SYLVAIN MAYRAND<sup>2</sup>**  
Member of the Board

- Appointed to the Board on January 22, 2010
- Designated representative of A. Lassonde Inc.



**SUZANNE BLANCHET<sup>2</sup>**  
Vice-Chair of the  
Board and Chair of  
the Audit and Finance  
Committee

- Appointed to the Board on April 7, 2006
- Designated representative of Cascades inc.



**BERNARD LE BLANC<sup>1</sup>**  
Member of the Board and  
Chair of the Governance/  
Nominating Committee

- Appointed to the Board on April 25, 2012
- Designated representative of Desjardins



**PIERRE RIVARD<sup>3</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2015
- Designated representative of Groupe St-Hubert



**MARTIN LABRECQUE<sup>2</sup>**  
Secretary-Treasurer of  
the Board

- Appointed to the Board on April 27, 2011
- Designated representative of Uni-Sélect Inc.



**JOHANNE LECLERC<sup>3</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2014
- Designated representative of Fonds de placement immobilier Cominar



**JEAN-FRANÇOIS THÉRIAULT<sup>2</sup>**  
Member of the Board

- Appointed to the Board on September 9, 2010
- Designated representative of Société des alcools du Québec

## ADMINISTRATEURS NON-MEMBRES



**MICHEL CAMIRAND<sup>2</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2015



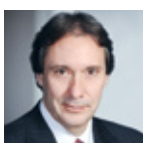
**GINETTE PELLERIN<sup>3</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2015



**JOHNNY IZZI<sup>1</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2015



**PIERRE RENAUD<sup>1</sup>**  
Member of the Board

- Appointed to the Board on April 24, 2015

1 Member of the Governance  
Nominating Committee

2 Member of the Audit and  
Finance Committee

3 Member of the Human Resources  
Committee

\* One ÉEQ-member seat  
on the Board is vacant

# ANNUAL DISCLOSURE ON CORPORATE GOVERNANCE

## COMPOSITION OF THE BOARD OF DIRECTORS

The reform of the organization's governance model took full effect with the introduction of non-member directors of the Board at the Annual General Assembly (AGA) held on April 24, 2015. In accordance with ÉEQ's general by-laws in effect when the AGA took place, the Board of Directors is composed of 10 representatives from targeted companies and organizations and 4 representatives with skills and experience in other areas of the curbside recycling value chain relating to containers, packaging and printed matter in Quebec.

In compliance with the new by-laws in effect, all Board Directors were up for election on April 24, 2015. On an alternating basis, half of the Board of Directors (i.e. 5 ÉEQ members and 2 ÉEQ non-members) were appointed for a one-year term, and the other half for a two-year term. Board mandates are renewable.

All fourteen Board Directors were elected by acclamation, including five new Directors: Michel Camirand, Johnny Izzi, Ginette Pellerin, Pierre Renaud and Pierre Rivard.

As at December 31, 2015, only 13 Directors sat on the Board following a vacancy resulting from Pierre Labelle's resignation in the fall of 2015. During fiscal year 2015, the Board of Directors met eight times and Board committees, nine times.

## TABLE OF BOARD ATTENDANCE

Participants	Board Meetings
Blanchet, Suzanne	8/8
Brisebois, Denis	8/8
Brunelle, Éric	7/8
Camirand, Michel <sup>1</sup>	6/6
Izzi, Johnny <sup>1</sup>	5/6
Labelle, Pierre <sup>2</sup>	5/6
Labrecque, Martin	7/8
Le Blanc, Bernard	7/8
Leclerc, Johanne	4/8
Mayrand, Sylvain	8/8
Pellerin, Ginette <sup>1</sup>	6/6
Renaud, Pierre <sup>1</sup>	6/6
Rivard, Pierre <sup>1</sup>	4/6
Thériault, Jean-François	7/8

1 Michel Camirand, Johnny Izzi, Ginette Pellerin, Pierre Renaud and Pierre Rivard were appointed to the Board of Directors on April 24, 2015.

2 Pierre Labelle resigned from the Board of Directors on September 19, 2015.

## REMUNERATION

Although the general by-laws allow it, the Board has chosen not to pay compensation to contributing company representatives. On March 13, 2015, the Board adopted a resolution authorizing attendance payments to ÉEQ non-member Board Directors.

## **BOARD COMMITTEE WORK AS AT DECEMBER 31, 2015**

### **GOVERNANCE/NOMINATING COMMITTEE**

According to ÉEQ's general by-laws in effect at the April 24, 2015, Annual General Assembly, the Governance Committee took on the duties of the Nominating Committee. Unlike other Board committees that have an advisory role, the Nominating Committee has decision-making authority and is responsible for drawing up a list of candidates for election to Board positions. The Nominating Committee in place up to April 24, 2015, held three meetings to draw up a list of candidates for the 2015 election.

The Governance Committee met once in January 2015 to review the composition of the Board of Directors and to discuss ÉEQ's proposed plan for program harmonization with the Canadian Stewardship Services Alliance (CSSA).

#### **COMPOSITION OF THE COMMITTEE BEFORE THE APRIL 24, 2015, AGA**

**Bernard Le Blanc**, Committee Chair  
**Denis Brisebois**, Board Chair  
**Sylvie Cloutier**  
**Pierre Labelle**  
**Johanne Leclerc**

#### **COMPOSITION OF THE COMMITTEE AFTER THE APRIL 24, 2015, AGA**

**Bernard Le Blanc**, Committee Chair  
**Denis Brisebois**, Board Chair  
**Johnny Izzi**  
**Johanne Leclerc**  
**Pierre Renaud**

### **HUMAN RESOURCES COMMITTEE**

The Human Resources Committee met once during the year to review ÉEQ's organizational structure and conduct the CEO's performance review. The Committee also studied and formulated recommendations on budget forecasts for the 2016 payroll.

#### **COMPOSITION OF THE COMMITTEE AFTER THE APRIL 24, 2015, AGA**

**Denis Brisebois**, Committee Chair  
**Éric Brunelle**  
**Johanne Leclerc**  
**Ginette Pellerin**  
**Pierre Rivard**

### **AUDIT AND FINANCE COMMITTEE**

During its four working sessions, the Committee reviewed financial statements ending December 31, 2015, and the audit mandate for fiscal year 2016.

The Committee reviewed and recommended revisions to the Board regarding the financial commitment policy, the investment policy, the organization's insurance portfolio and its funds management policy. The Committee also updated the organization's organizational and strategic risk assessment, as well as reviewed and formulated recommendations to the Board regarding budget forecasts for 2016.

#### **COMPOSITION OF THE COMMITTEE AFTER THE APRIL 24, 2015, AGA**

**Suzanne Blanchet**, Committee Chair  
**Michel Camirand**  
**Martin Labrecque**  
**Sylvain Mayrand**  
**Jean-François Thériault**

## COMMUNICATIONS WITH VARIOUS STAKEHOLDERS

### COMPENSATION PLAN

With regard to targeted companies, the Board authorized the organization of company consultations on November 17 and 19, 2015, concerning the 2015-2016 Schedule of Contributions.

As part of governance reform, the Board set up an **Association Committee** made up of delegates from associations representing targeted companies. Information meetings and discussions were held in Toronto and Montréal.

### CURBSIDE RECYCLING OPTIMIZATION

With regard to ÉEQ's efforts to optimize the curbside recycling value chain, the Board encouraged various collaborative and communication activities with stakeholders in Quebec's curbside recycling system throughout the year, including:

- The **"Solutions that Matter" Forum** held in January 2015 focusing on strategies to optimize Quebec's curbside recycling system, attended by 200 participants.
- The **Best Practices Initiative for Improving Curbside Recycling** workshops held in 14 regions across Quebec, attended by over 200 participants from the municipal sector.

### CORPORATE AND PUBLIC AFFAIRS COMMUNICATION

- **bacs+** public affairs activities focusing on strengthening the curbside recycling system.
- ÉEQ participation in over a dozen conferences and trade fairs organized by various stakeholders in Quebec's curbside recycling system and outside the province.

- Deployment of the organization's **large-scale public awareness campaign** featuring ÉEQ spokesperson Éric Salvail. The campaign aired on TV and social networks, resulting in exceptional visibility for ÉEQ and its members.
- Two dozen interviews by general and specialized media outlets across Quebec (paper or electronic) during which ÉEQ's initiatives and programs were discussed.

### GOVERNMENT RELATIONS

Throughout the year, ÉEQ pursued the implementation of its government relations plan relating to the compensation plan and curbside recycling system optimization. ÉEQ's contacts with various government authorities on behalf of the companies and organizations it represents are made in respect of the *Lobbying Transparency and Ethics Act*.



Photo : Marie-Andrée Blais

*Players in the curbside recycling value chain have their say panel discussion during the "Solutions that Matter" Forum on Curbside Recycling Optimization, January 28, 2015.*

## EXCERPT OF PRELIMINARY FINANCIAL STATEMENTS

The Board of Directors adopted Éco Entreprises Québec's financial statements for fiscal year ending December 31, 2015, which were audited by BDO Canada, s.r.l./S.E.N.C.R.L./LLP.

Final issuance of financial statements is conditional on the publication of the 2015-2016 Schedule of Contributions in the *Gazette officielle du Québec*. The activities of the *Table pour la récupération hors foyer* were integrated in ÉEQ's financial statements as of January 1, 2015.

INCOME STATEMENT	2015 (IN THOUSANDS OF DOLLARS)	2014 (IN THOUSANDS OF DOLLARS)
<b>REVENUES</b>		
Company Contributions		
- 2015 Schedule of Contributions (100% to be collected)	\$139,848	-
- 2014 Schedule of Contributions	720	\$130,797
- 2013 Schedule of Contributions	(556)	(1,403)
- Previous Schedules of Contributions	1,047	4,543
Other revenues		
- Away-from-Home Recovery Program	883	479
- Curbside Recycling Ambassadors Program	162	-
<b>TOTAL REVENUES</b>	<b>\$142,104</b>	<b>\$134,416</b>
<b>EXPENDITURES</b>		
Compensation due to municipalities (100% to be paid)	\$135,566	\$132,244
Operating expenses	5,392	4,811
Schedule development and curbside recycling optimization	3,933	1,472
Allowance for RECYC-QUÉBEC (100% to be paid)	2,614	2,491
Away-from-Home Recycling program	1,547	958
Uncollectible contributions (collected)	1,238	(3,914)
Amortization of intangible assets and capital assets	278	283
Curbside Recycling Ambassadors Program	113	-
<b>TOTAL EXPENDITURES</b>	<b>\$150,681</b>	<b>\$138,345</b>
<b>OTHER REVENUES</b>	<b>\$2,747</b>	<b>\$2,609</b>
<i>Deficit of revenues over expenditures</i>	<b>\$(5,830)</b>	<b>\$(1,320)</b>

## COMPANY CONTRIBUTIONS

Revenues include estimated contributions from companies and organizations for the 2015 Schedule of Contributions as well as contributions from late-paying companies and organizations for 2014 and previous Schedules of Contributions.

## AWAY-FROM-HOME RECYCLING PROGRAM

Other revenues and expenditures for the Away-from-Home Recycling Program reflect the financing provided by ÉEQ and the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques for the program that finances recyclables recovery equipment to be installed in municipal public places.

## CURBSIDE RECYCLING AMBASSADORS PROGRAM

Other revenues and expenditures for the Curbside Recycling Ambassadors Program reflect the financial assistance program to support activities designed by teens attending Regroupement des maisons de jeunes du Québec youth centres to encourage materials recycling in municipal public places.

## COMPENSATION DUE TO MUNICIPALITIES

Compensation due to municipalities is based on the cost of services provided by municipalities during a particular year for the materials or classes of materials eligible for compensation, that is to say the cost of collecting, transporting, sorting and conditioning those materials, adjusted according to the efficiency and effectiveness factor, plus an amount equal to 8.55% of compensatable net costs to cover management expenses.

For the 2015 Schedule of Contributions, 2014 net costs reported by municipalities will be paid to RECYC-QUÉBEC once contributions for the 2015 Schedule of Contributions will have been received by ÉEQ from targeted companies and organizations, in accordance with transition measures applicable to the payment and distribution of municipal compensation.

## OPERATING EXPENSES

The amount indicated represents the cost of running the organization, including salaries and benefits, professional fees, communications and consulting fees, rent and other operating expenses during the year.

## SCHEDULE DEVELOPMENT AND CURBSIDE RECYCLING OPTIMIZATION

The amount indicated represents expenses for studies to develop the Schedule of Contributions and for projects to optimize curbside recycling during the year.

## ALLOWANCE FOR RECYC-QUÉBEC

The Regulation respecting compensation for municipal services provided to recover and reclaim residual materials stipulates that a maximum amount of \$2.7 million per Schedule of Contributions is to be paid to RECYC-QUÉBEC to cover its management costs and other expenses related to the compensation plan.

## UNCOLLECTIBLE CONTRIBUTIONS

Uncollectible contributions related to the 2015 Schedule of Contributions are estimated at 2% of projected contributions. During 2014, the organization recovered the amount of contributions that had been projected.

## OTHER REVENUES

The amount indicated represents revenue from interest and administrative fees charged to late-reporting companies, as well as revenues from interest on investments.

## DEFICIT OF REVENUES OVER EXPENDITURES FOR THE FISCAL YEAR

The income statement for the year ending December 31, 2015, shows a negative balance of \$5,830k, which is due to the use of the organization's funds in compliance with its Fund Management Policy, as follows:

	2015 (THOUSANDS OF DOLLARS)	2014 (THOUSANDS OF DOLLARS)
Risk Fund <sup>1</sup>	<b>\$(7,200)</b>	\$(6,015)
Temporary Funds - "Containers and Packaging" and "Printed Matter" <sup>2</sup>	<b>(169)</b>	(3,590)
Permanent Funds - "Containers and Packaging" and "Printed Matter" <sup>3</sup>	<b>1,236</b>	150
Unrestricted Funds	<b>303</b>	8,135
<b>TOTAL</b>	<b>\$(5,830)</b>	\$(1,320)

1) **Risk Fund:** This fund guards against a potential under-estimation of the net costs when establishing subsequent Schedules. This fund is also used to stabilize rates in the contribution table.

2) **Temporary Funds - "Containers and Packaging" and "Printed Matter":** These funds, which are tied to the adjustment clause in the Schedule of Contributions, account for surplus amounts received or a shortfall in the amount estimated for Schedule years that have not expired. These amounts are held in their respective funds until Schedule deadlines expire. The funds are then redistributed to contributors or transferred to the Permanent Funds according to class of materials in accordance with Schedule rules.

3) **Permanent Funds - "Containers and Packaging" and "Printed Matter":** These funds represent the organization's permanent resources and include surplus amounts held for the "containers and packaging" and "printed matter" classes, after Schedule deadlines have expired.



# LIST OF CONFIRMED ÉCO ENTREPRISES QUÉBEC MEMBERS\* AS OF MARCH 11, 2016, AS WELL AS THOSE WHO MET THEIR OBLIGATIONS\*\* UNDER THE 2014 SCHEDULE OF CONTRIBUTIONS

9014-8222 Québec inc. (FPMQ07)	4223373 Canada Inc.	9260-9163 quebec inc.
105766 Canada Inc. (Mega Watt Hydro)	7165412 Canada Inc. (Nordvie)	9265-4268 Quebec inc.
109652 Canada Ltd/Ltee (Ruby International CIE)	7810067 Canada Inc.	9277-6624 Québec inc.
111357 Canada Inc.	8077657 Canada Inc.	9286-5591 Quebec inc.
123696 Canada Inc.	8266131 Canada Inc.	9292-2913 Québec inc.
124738 Canada Inc.	9001-5462 Québec inc.	9324-0695 Québec inc.
149667 Canada inc. (pour le compte de Centre Hi-Fi)	9002-2120 Québec inc.	(anciennement Corneau et Cantin ltée)
167395 Canada Inc.	9015-4931 Québec inc.	A & W food services of Canada inc.
167986 Canada Inc.	9015-9393 Québec inc.	A. Bélisle et Fils SENC
2318-4211 Québec inc.	9020-2292 Québec inc.	A. G. International inc.
2320-8978 Québec inc.	9022-9816 Québec inc. (Veau de Charlevoix)	A. Lassonde inc.
2330-2029 Québec inc.	9023-1952 Québec inc.	A. Lefebvre & Cie inc.
2421-0072 Québec inc.	9030-5418 Québec inc.	A. Setlakwe ltée
2437-4217 Québec inc.	9034-3591 Québec inc.	A.E. McKenzie Co. ULC
2637-5808 Québec inc.	9041-5522 Québec inc.	A.M. Pinard & Fils inc.
2639-1862 Québec inc.	9045-7631 Québec inc.	A1 Imports Inc.
2645-7333 Québec inc.	9046-4017 Québec inc.	Abbaye Saint-Benoît
2748-8683 Québec inc.	9047-1467 Québec inc. (Joaillerie Jean Langevin)	Abbott Laboratories Ltd.
2781794 Canada Inc.	9050-3665 Québec inc. (Guertin & Alix)	Abricot International inc.
2847-1209 Québec inc.	9051-1916 Québec inc.	Accent-Fairchild Factory Group
2957531 Canada Inc.	9071-7851 Quebec inc.	Acces Floral inc.
2970-7528 Québec Inc.	9080-5607 Québec inc.	Accessoires d'autos Nordiques inc.
3091-2703 Québec Inc. (ZIP)	9090-4962 Québec inc.	Accessoires pour vélos O.G.C. ltée
3095-6395 Québec inc.	9093-0280 Québec inc. (Café Bistro L'Enchanteur)	Acema Importations inc.
3095-7450 Québec inc. (Distribution Directa)	9144-0214 Québec inc.	Acer America Corporation
3106471 Canada Inc.	9168-7368 Québec inc.	ACH Food Companies Inc.
3137457 Canada Inc.	9188-3843 Québec inc.	Acier Victoria ltée
3163946 Canada inc.	9199-4467 Quebec inc.	Actavis Pharma Company
3165086 Canada Inc.	9205-5300 Québec inc.	Actavis Specialty Pharmaceuticals Co.
3289419 Canada Inc.	9214-3874 Québec inc.	Actelion Pharmaceutiques Canada Inc.
3309916 Canada Inc.	9215-9144 Quebec inc.	Acti-Sol inc.
3389936 Canada Inc.	9216-3146 Quebec inc.	ACVRQ
3532534 Canada Inc.	9217-5041 Québec inc.	Adecco Services de Ressources Humaines ltée
3777472 Canada Inc. (SamaN Wood Stain)	9217-5231 Québec inc.	Adfast Distribution et ventes aux détails inc.
3834310 Canada Inc.	9226-7251 Quebec inc.	AEF Global inc.
3855155 Canada Inc. (Supermarché P.A.)	9230-7370 Québec inc.	Aerokure International Inc.
3917011 Canada Inc.	9245 7126 Québec inc.	AFA Forest Products Inc.
3M Canada	9247-6936 Quebec inc.	Agence de la Capitale Nationale
4187229 Canada Inc.	9252-9064 Quebec inc.	Agence de la santé et des service sociaux de Montréal
4217748 Canada Inc.	9253-0575 Québec inc.	Agence de la santé et des services sociaux de la Mauricie et du Centre-du-Québec
	9258-5009 Québec inc.	

\* Companies and organizations that have paid all required contributions for the 2014 Schedule of Contributions are deemed members in good standing.

\*\* Almost 400 other companies who met their obligations under the 2014 Schedule of Contributions did not authorize the publication of their name.

Agence de la santé et des services sociaux de l'Outaouais  
 Agence de la santé et des services sociaux des Laurentides  
 Agence de santé et de services sociaux de l'Abitibi-Témiscamingue  
 Agence métropolitaine de Transport  
 Agrilait, coopérative agricole  
 Agrivert, coopérative agricole régionale  
 Agropur coopérative  
 Air Canada Vacations  
 Airway Surgical Appliances Ltd.  
 Albert Perron inc.  
 Alcon Canada Inc.  
 Ales Groupe Canada Inc.  
 Aliments Altra Distributeurs inc.  
 Aliments Délices d'Autrefois  
 Aliments Fondue paysanne inc. (les)  
 Aliments Koyo inc.  
 Aliments Krinos Foods Itée  
 Aliments Krispy Kernels inc.  
 Aliments la Bourgeoise inc.  
 Aliments Mer et Monde inc.  
 Aliments Merci (les)  
 Aliments Minçavi inc.  
 Aliments Nutrisoya inc.  
 Aliments Ouimet-Cordon Bleu inc.  
 Aliments Pasta Romana inc.  
 Aliments Putters inc.  
 Aliments Ryac inc.  
 Aliments Trigone inc.  
 Aliments Triumph inc.  
 Aliments Ultima inc.  
 A-Line Atlantic Inc.  
 Allergan Inc.  
 Alliance des moniteurs de ski du Canada  
 Alliance Mercantile Inc.  
 Allstate Insurance Company of Canada  
 Alphonse Lepage inc.  
 Altex Decoration Ltd.  
 Alu-Rex inc.  
 Amerella of Canada Ltd.  
 American Standard Canada  
 Amerispa inc.  
 Ameublements Tanguay,  
 Centre de distribution  
 Amex Bank of Canada  
 AMG Medical Inc.  
 Amnesia Inc.  
 Amscan Distributors (Canada) Ltd.  
 AMVOQ  
 Amway Canada Corporation  
 Amylitho inc.  
 Animalerie Dyno inc.  
 Annie Dumontier, audioprothésiste  
 Anshell Industries  
 Antique Ste Geneviève inc.  
 Antirouille Métropolitain  
 Antoine Laoun inc.  
 Apex Branded Solutions Inc.  
 Apotex inc.  
 Apple Canada  
 Après l'Image Éditions  
 Arcale Distributions inc.  
 Arctic Glacier Inc.  
 Ares Equipment & Distribution Ltd.  
 ArjoHuntleigh Magog inc.  
 Arla Foods Inc.  
 Armoires Cuisines Action  
 (une division de 2757-5158 Québec inc.)  
 Arrow Games Inc.  
 Aryzta Ltd.  
 Ashton Casse-Croûte inc.  
 Asia Pulp and Paper  
 ASM Canada Inc.  
 Assemblée Nationale  
 Associated National Brokerage Inc.  
 Association coopérative agricole de la Patrie  
 Association de villégiature de la station Mont-Tremblant  
 Association maritime du Québec  
 Association québécoise de la Distribution de fruits et légumes  
 Association touristique de Manicouagan  
 Association touristique des Laurentides  
 Association touristique régionale de Charlevoix  
 Association touristique régionale de Duplessis  
 Association touristique régionale de la Gaspésie  
 Association touristique régionale de la Montérégie inc.  
 Association touristique régionale des Îles de la Madeleine  
 Association touristique régionale Saguenay-Lac-Saint-Jean  
 AstraZeneca Canada Inc.  
 Atkins et Frères inc.  
 Au Salon Fleuri inc.  
 Auclair et Martineau inc.  
 Automobile En Direct.com  
 Automobility Distribution Inc.  
 Autorité des marchés financiers  
 Autruche  
 Auvent Nouveau inc.  
 Aux Champs d'Élisé François inc.  
 Aventure Chasse et Pêche  
 Aviva  
 Avmor Ltd.  
 Avon Canada ULC  
 Avril Supermarché Santé  
 B&G Foods Canada ULC  
 Bag to Earth Inc. / Sac au Sol inc.  
 Baléco inc.  
 Bank of Montreal  
 Banque Nationale du Canada  
 Banque Tangerine  
 Bar Imex Int'l Inc.  
 Barreau du Québec  
 Barrette Structural inc.  
 Basseltex Inc.  
 Bastos of Canada Ltd.  
 Bath Fitter Distribution Inc.  
 Batterie Spécialité  
 Bausch & Lomb  
 Baxters Canada Inc.  
 Bayard Presse Canada Inc.  
 Bayer Inc.  
 Bayer Inc. (formerly Schering-Plough Canada Inc.)  
 Bazz Inc.  
 BCBG Max Azria Canada Inc.  
 BDI (a division of Bell Mobility Inc.)  
 Beauce Eau inc.  
 Beaudry & Cadrin inc.  
 Beau-Lieu Instantané inc.  
 Beauté Star Bédard inc.  
 BeaverTails Canada Inc.  
 Bechedor inc.  
 Becton Dickinson Canada Inc.  
 Beiersdorf Canada Inc.  
 Bélanger VT Laminés  
 Bel-Gaufre inc.  
 Bell Canada  
 Bell Canada - Marketing et communications  
 Bell-Gaz Itée  
 Bellisio Food Canada  
 Belvedere International Inc.  
 Benjamin Moore & Co.  
 Bentley Leathers Inc.  
 Berchicci Importing Ltd.  
 Best Buy Canada Ltd.  
 Bestar inc.  
 Bibliothèque et Archives nationales du Québec  
 Bic Inc.  
 Bijouterie B.G. Brenda  
 Bijoux Caroline Néron  
 Bio Biscuit inc.  
 Bio-Actif inc. et compagnies affiliées  
 Biodélices  
 Biodermie inc.  
 Bioforce Canada inc.  
 Bioventus Canada ULC  
 Biovet inc.  
 Birks & Mayors Inc.  
 Biscuits Leclerc Itée  
 Bismar (1991) Inc.  
 Bizou International inc.  
 BL Intimate Apparel Canada Inc.  
 Black and Decker Canada Inc.  
 Blinds to Go Inc. / Le Marché du Store  
 Bluewater Seafoods Inc.  
 Blush Lingerie Inc.  
 BMW Group Canada  
 Boa-Franc SENC  
 Boehringer Ingelheim (Canada) Ltd.

Boiron Canada Inc.  
 Bois BSL inc.  
 Bois Expansion inc.  
 Boiseries Rousseau inc.  
 Boiseries Warnet inc.  
 Boisson Slow Cow inc.  
 Bombardier Produits Récréatifs  
 Bonduelle Amérique du Nord inc.  
 Bonté Distribution inc.  
 Boomerang Tools Inc.  
 Boshart Industries Inc.  
 Bostik Canada Ltd.  
 Boston Pizza International Inc.  
 Botanix inc.  
 Boucherie Albert Bédard inc.  
 Boucherie Charcuterie Lyn Tremblay inc.  
 Boucherie Sainte-Brigide inc.  
 Boucherie Valens inc.  
 Bouclair  
 Boulangerie Auger (1991) inc.  
 Boulangerie Bissonnette Itée  
 Boulangerie C. Blouin & Fils inc.  
 Boulangerie du Royaume inc.  
 Boulangerie Georges inc.  
 Boulangerie Grant's Bakery inc.  
 Boulangerie La Mère Michèle inc.  
 Boulangerie Lanthier Itée  
 Boulangerie Normétal inc.  
 Boulangerie Pascal Bouchard  
 Boulangerie Pelletier & Fils inc.  
 Boulangerie Repentigny inc.  
 Boulangerie St-Méthode inc.  
 Boulangerie Vachon inc.  
 Boulart inc.  
 Boutique Colori inc.  
 Boutique Florin  
 Boutique La Vie en Rose inc.  
 Boutique Signal inc.  
 Boutique Tout pour le Dos  
 Brasserie Dieu du ciel!  
 Brasserie McAuslan  
 Brasseurs du Nord inc. (les)  
 Brasseurs Sans Gluten  
 Breuvages Radnor Itée  
 Breville Canada S.E.C  
 Bridor inc.  
 Bro-Quali inc.  
 Brother International Corporation  
 (Canada) Ltd.  
 Broue Alliance inc.  
 Brown Shoes Inc.  
 Browning Canada Sports Ltd.-Itée  
 BSH Home Appliances Ltd.  
 BSN Medical Inc.  
 Budget Auto Inc.  
 Bulk Barn Foods Ltd.  
 Burger King Restaurants of Canada Inc.  
 Burgham sales Ltd.  
 Burnbrae Farms Ltd.  
 Burton Snowboards

C & J Clark Canada Ltd.  
 C&E Canada Inc.  
 C. B. Powell Ltd.  
 C.P.R. Mont Grand-Fonds  
 ça va de soi inc.  
 CAA-Québec  
 Câble Axion Digitel inc.  
 Cablevision du Nord de Québec inc.  
 Café Java U inc.  
 Café Morgane inc.  
 Café Napoléon inc.  
 Café Vittoria inc.  
 Cahiers de théâtre jeu inc.  
 Caisse de dépôt et placement du Québec  
 Caleres Canada inc.  
 Camémat inc.  
 Campbell Company of Canada  
 Cams 2016 Inc.  
 Canac-Marquis Grenier Itée  
 Canada Billard & Bowling Inc.  
 Canada Dry Motts Inc.  
 Canadelle Ltd. Partnership  
 Canadian Home Publishers  
 Canadian National Sportsmen's Shows  
 (1989) Ltd.  
 Canadian Retail Holdings Corp.  
 Canadian Tire Corporation Ltd.  
 Canadian UNICEF Committee  
 (UNICEF Québec)  
 Canandes International Tours  
 Canarm Ltd.  
 Canaropa (1954) Inc.  
 Candorvision  
 (a division of Candorpharm Inc.)  
 Canon Canada inc.  
 Cap sur Mer inc.  
 Cara Operations Ltd.  
 Cardinal Brands Canada Ltd.  
 Cardinal Health Canada Inc.  
 Carlton Cards Ltd.  
 Caron & Guay inc.  
 Carpette Concept s.p. inc.  
 Carpette Multi Design CMD inc.  
 Casa Breton inc.  
 Casa Cubana/Spike Marks Inc.  
 Cascades Groupe Papiers Fins inc.  
 Cascades Groupe Tissu  
 (une division de Cascades Canada Inc.)  
 Cascades Inopak  
 (une division de Cascades Canada Inc.)  
 Casio Canada Ltd.  
 Caudalie Canada inc.  
 Cavendish Farms  
 CDMV inc.  
 Cégep de Baie-Comeau  
 Centre d'animation, de développement  
 et de recherche en éducation (CADRE)  
 Centre d'animaux nature  
 Centre de distribution Beto-Bloc  
 Centre de distribution électrique Itée

Centre de service financiers union  
 Centre de ski Mont Rigaud  
 Centre de Ski Vallée Bleue  
 Centre d'entraide familiale de la MRC  
 de Montmagny  
 Centre du peintre St-Jérôme inc.  
 Centre justice et foi  
 Centre Maraîcher Eugène Guinois Jr inc.  
 Centre Pépinière Richelieu Ltée  
 Centre plein air Mont Kanasuta  
 Centura Brands Inc.  
 Centura Québec Itée  
 Century 21 Canada Ltd. Partnership  
 Céramic Café-Studio inc.  
 Ceratec inc.  
 Certainteed Gypsum Canada Inc.  
 CGC Inc.  
 Chalet des Érables SENC  
 Chalifour Canada  
 Chambre des huissiers de justice  
 du Québec  
 Chambre des notaires du Québec  
 Chambre immobilière des Laurentides  
 Chandelles Tradition MB inc.  
 Chanel inc.  
 Chapman's Ice Cream  
 Charcuterie La Bicoise inc.  
 Château Lingerie MFG inc.  
 Chaussures Ferra Giacomo inc.  
 Chaussures M&M inc.  
 Chaussures St-Émile inc.  
 Chaussures Tony inc.  
 Chenail Fruits et Légumes inc.  
 Chenchiam Inc.  
 Cherbourg inc.  
 (Équipement sanitaire Cherbourg)  
 Chez Louis Poulet et Pizza Inc.  
 Chidaca International Inc.  
 C.H.O. Amérique inc.  
 Chocolat Arvisais inc.  
 Chocolat Belge Heyez Père & Fils inc.  
 Chocolat Lamontagne inc.  
 Chocolaterie la Cabosse d'Or inc.  
 Chocolats Geneviève Grandbois  
 Choice Hotels Canada Inc.  
 Cholesterol Plus Inc.  
 Chronos Magazines Inc.  
 Church & Dwight Canada corp.  
 CIBC  
 Cibona Foods Inc.  
 Cidrerie Michel Jodoin  
 Cidrerie Verger Bilodeau  
 Cipher Pharmaceuticals  
 Cirque du Soleil  
 Citifinancière Canada inc.  
 CKF inc.  
 Clarins Canada  
 Clark Drouin Lefebvre inc.  
 CLD de La Jacques-Cartier  
 Clef des Champs inc.

Clos Saint-Denis inc.  
 Club de Football les Alouettes de Montréal  
 Club Med Sales Canada Inc.  
 Club Tissus  
 Coats & Clark  
 Cobra Anchors Co. Ltd.  
 Codet inc.  
 Cogeco Cable Québec SENC  
 Colabor S.E.C.  
 Colgate Palmolive Canada Inc.  
 Collectif Liberté Inc.  
 Collection Rosamori  
 Collège André-Grasset  
 Collège D'Affaires Ellis (1974) inc.  
 Collège de l'Assomption  
 Collège de Lévis  
 Collège des médecins du Québec  
 Collège Durocher Saint-Lambert  
 Collège français de Montréal  
 Collège international Marie de France  
 Collège Jacques-Prévert  
 Collège Jean de la Mennais  
 Collège Jean-Eudes  
 Collège LaSalle  
 Collège Laval  
 Collège Mont-Sacré-Coeur  
 Collège Mont-Saint-Louis  
 Collège Notre-Dame  
 Collège Notre-Dame-de-Lourdes  
 Collège Reine-Marie  
 Collège Saint-Alexandre de la Gatineau  
 Collège Saint-Charles-Garnier  
 Collège Saint-Maurice  
 Collège Saint-Paul  
 Collège Stanislas inc.  
 Collège Stanstead  
 Collège Ste-Marcelline  
 Collège St-Jean-Vianney  
 Colonial Elegance inc.  
 Columbia Frame Inc.  
 Columbia Manufacturing Co. Ltd.  
 Columbia Sportswear Canada  
 Comité de déontologie policière  
 Comité de gestion de la taxe scolaire  
 de l'île de Montréal  
 Comité sectoriel de la main-d'oeuvre  
 des services de soins personnels  
 Commissaire à la déontologie  
 policière - Gouvernement du Québec  
 Commissaire au lobbying du Québec  
 Commission administrative des régimes  
 de retraite et d'assurances  
 Commission d'accès à l'information  
 Commission de la capitale nationale  
 du Québec  
 Commission de la construction  
 du Québec  
 Commission de la fonction publique  
 Commission de la santé et de la sécurité  
 du travail du Québec  
 Commission scolaire de Charlevoix  
 Commission scolaire  
 de Kamouraska - Rivière-du-Loup  
 Commission scolaire  
 de la Beauce-Étchemin  
 Commission scolaire de la Capitale  
 Commission scolaire de la Côte-du-Sud  
 Commission Scolaire De La Jonquière  
 Commission scolaire  
 de la Région-de-Sherbrooke  
 Commission scolaire  
 De La Seigneurie-des-Mille-Îles  
 Commission scolaire de l'Énergie  
 Commission scolaire de l'Estuaire  
 Commission scolaire de l'Or-et-des-Bois  
 Commission scolaire de Montréal  
 Commission scolaire de Portneuf  
 Commission Scolaire de St-Hyacinthe  
 Commission scolaire des Bois-Francis  
 Commission scolaire des Chênes  
 Commission scolaire des Chic-Chocs  
 Commission scolaire des Découvreurs  
 Commission scolaire des Draveurs  
 Commission scolaire des Hautes-Rivières  
 Commission scolaire des Hauts-Cantons  
 Commission scolaire des Îles  
 Commission scolaire des Laurentides  
 Commission scolaire  
 des Monts-et-Marées  
 Commission scolaire des Navigateurs  
 Commission scolaire des Patriotes  
 Commission scolaire des Phares  
 Commission scolaire  
 des Portages-de-l'Outaouais  
 Commission scolaire  
 des Premières-Seigneuries  
 Commission scolaire  
 des Rives-du-Saguenay  
 Commission Scolaire des Samares  
 Commission scolaire des Trois-Lacs  
 Commission scolaire du Chemin-du-Roy  
 Commission scolaire  
 du Fleuve-et-des-Lacs  
 Commission scolaire du Lac-St-Jean  
 Commission scolaire du Pays-des-Bleuets  
 Commission Scolaire du Val-des-Cerfs  
 Commission scolaire Harricana  
 Commission scolaire Lester-B.-Pearson  
 Commission scolaire Sir-Wilfrid-Laurier  
 Como Pizzeria  
 Compagnie d'assurance Standard Life  
 du Canada  
 Compagnie d'assurance-vie Croix Bleue  
 du Canada  
 Compagnie de Pneus Rallye Itée  
 Compagnie de vêtements  
 Memphis-Blues inc.  
 Compagnie Rafrâichissements  
 Coca-Cola Canada  
 Compagnie Safdie inc. (La)  
 Comptoir Moulée sur Mesure A.F. inc.  
 ConAgra Foods Canada Inc.  
 Conair Consumer Products Inc.  
 Concept SGA inc.  
 Concord Premium Meats Ltd.  
 Concordia University  
 Condor Chimiques inc.  
 Confédération des syndicats nationaux  
 Confiserie BBR inc.  
 Conglom Inc.  
 Conseil de développement  
 du camping au Québec  
 Conseil de gestion  
 de l'assurance-parentale  
 Conseil de promotion  
 de l'agroalimentaire québécois  
 Conseil des arts et des lettres du Québec  
 Conseil des métiers d'art du Québec  
 Conseil du statut de la femme  
 Convatec Canada Ltd.  
 Convectair-NMT Inc.  
 Converse Canada Corp.  
 Conway Jacques courtiers  
 d'assurances inc.  
 Co-op Atlantic  
 Coopérative agricole  
 de la Baie des Chaleurs  
 Coopérative agricole régionale Parisville  
 Coopérative d'Alentour  
 Coopérative de cablodistribution  
 de l'arrière-pays  
 Coopérative de solidarité des producteurs  
 d'agneaux du Québec  
 Coopérative horticole Groupex  
 CoopTel, coop de télécommunication  
 Coranco Corporation Ltd.  
 Corporation AbbVie  
 Corporation ASICS Canada  
 Corporation Bella Vita International  
 Corporation d'aliments Catelli  
 Corporation de développement culturel  
 de Trois-Rivières  
 Corporation de l'abbaye d'Oka  
 Corporation de literie Sommex  
 Corporation financière Mackenzie  
 Corporation Genacol Canada inc.  
 Corporation Zedbed International  
 Cosmo Communications Canada Inc.  
 Costco Wholesale Canada Ltd.  
 Côté-Réco inc.  
 Couche-Tard inc.  
 Coulombe Québec Itée  
 Counseltron Ltd.  
 Crate and Barrel Canada Inc.  
 Crayola  
 Crestar Ltd.  
 Crevier Lubrifiants  
 Croisières AML inc.  
 Croustipomme  
 Cryos Technologies Inc.

Cuisines Gaspésiennes	Doris Inc.	Entreprises Sea Monster inc. (les)
de Matane Itée (Les)	Douglas Company	(une division de Diffusion Aquasport)
Curateur public du Québec	Dover Finishing Products Inc.	Envirogard Products Ltd.
Curtis International Ltd.	Dr J.O. Lambert Itée	Epson Canada Ltd.
Cycles Lambert inc.	Dr. Oetker Canada Ltd.	Équipements Adrien Phaneuf inc. (les)
Dairy Queen Canada Inc.	Druide informatique inc.	Érablière Bouvier et Fils inc.
Daki Itée	Duchesnay	ERFA Canada Inc.
Dale Parizeau Morris Mackenzie Inc.	Duchesne et Fils Itée	Eric et Mario Chaumont inc.
Danby Products Ltd.	Dundas Jafine Inc.	Esposito Food Market Ltd.
DanESCO Inc	Duproprio inc.	Estée Lauder Cosmetics Ltd.
Danier Leather Inc.	Dura Housewares Inc.	Eurodib
Danone inc.	Dural (a division of Multibond Inc.)	Euro-Excellence inc.
Danson Decor Inc.	Dynamic Paint Products Inc.	Europasta Inc.
Dare Foods Ltd.	Dyson Canada Ltd.	EveryWare Global Inc.
Dart Canada	E. I. Dupont Canada Company	Exceldor coopérative avicole
D'Artagnan Distribution	E.D. Smith Foods Ltd.	Experts Verts inc.
De Portes en Portes inc.	Eastern Townships School Board	Expomax Canada Inc.
Décision Média inc.	Eaton Yale Company	Export dépôt (une division
Décor au Vent inc.	Eau Everest inc.	de Teleson Electronique Inc.)
Décors de maison Commonwealth	Eau Limpide inc.	Export Packers Company Ltd.
Décors Maison Versailles inc.	Eau Zone Huiles & Fragrances Itée	Externat Mont-Jésus-Marie
Degil Safety Products (1989) Inc.	Eaux Vives Water inc.	Faber et Co. inc.
Délices d'Antan inc.	Eco-Dlices inc.	Fabricville Company Inc.
Délicouki inc.	École Augustin Roscelli	Fafard et Frères Itée
Dell Canada inc.	École de musique Vincent-d'Indy	Familiprix
Delon Laboratories (1990) Inc.	École de technologie supérieure	FCA Canada Inc.
Delta Dailyfood (Canada) Inc.	Ecole Jésus-Marie de Beauceville	Federal-Mogul Canada Ltd.
Demco en Couleurs inc.	École nationale de cirque	Federated Insurance Company of Canada
Denis Le Guerrier Fils et Fille (FPMQ07)	École nationale de police du Québec	Fédération des caisses Desjardins
Dep distribution exclusive Itée	École secondaire de Bromptonville	Fédération des médecins omnipraticiens
Dermalogica	École secondaire	du Québec
Dermtek pharmaceutique Itée	Mont-Saint-Sacrement	Fédération des pourvoires du Québec
Desbo Distribution inc.	Éditions Continuité inc.	Fédération des producteurs de pommes
Design Creative International C.D.I. Inc.	Éditions Gladius International inc.	de terre du Québec
DigiBean Ventes & Service Informatique	Éditions Pratico-Pratiques	Fédération des travailleurs et travailleuses
Distinctive Appliances Inc.	Efficom inc.	du Québec (FTQ)
Distributel	Ego Fashions	Fédération québécoise de camping
Distribution CPM Inc.	Elran Furniture Ltd.	et de caravanning inc.
Distribution Incognito 2002 Inc.	Elco Fine Foods	Fellowes Canada Ltd.
Distributions Agri-Sol inc.	Electrolux Canada Corp.	Fempro Consumer Products ULC
Distributions Arômes d'Espagne	Electronics Boutique Canada Inc.	Fenêtres Élite inc. (les)
Distributions Fillion Marquis	Électro-Tel Inc.	Fenêtres Vimat
International Ltée	Eli Lilly Canada Inc.	Fenplast inc.
Distributions J. Des Serres inc.	Elizabeth Arden (Canada) Ltd.	Fer & Métaux des Bois-Francs inc.
Distributions Julia inc.	Elle R Cosmétiques inc.	Ferme C.M.J.I. Robert inc.
Distributions Missum inc.	El-Ma-Mia inc.	Ferme Côte d'Or inc.
Distributions Mondoux inc. (les)	Elmer's Products Canada, Corp.	Ferme des Voltigeurs inc.
Distributions Multi-Pro inc.	Emco Corporation	Ferme Emmanuel Lemelin SENC
Distributions Olive & Olives inc.	EMD Canada Inc.	FPMQ07
DK Company	Emerson Electric Canada Ltd.	Ferme Farnham Itée
DLM Foods Canada Corporation	Emeu Dundee Original	Ferme François Blouin inc.
Dolce & Bianca Inc.	Emmanuel Coulombe inc.	Ferme François Gosselin
Dole Foods of Canada Ltd.	Energex Pellet Fuel Inc.	Ferme Granger inc.
Dollarama L.P.	Énergie Cardio	Ferme Guillaume Létourneau
Domaine Acer inc.	Energizer Canada	Ferme H. Daigneault et Fils inc.
Domaine de l'Ardennais inc.	Enesco Canada Corporation	Ferme J.C. Prémont et Fils inc.
Domaine Ski Mont-Bruno inc.	English Montreal School Board	Ferme Léonce Plante
Domaine Orléans Enr.	Entreprise Dominion Blueline inc.	Ferme Malouin
Domtar inc.	Entreprises Ernest (Mtl) Itée (les)	Ferme Michael Giguère
Dorfin Distribution Inc.	Entreprises Pâtes et Croûtes I.b. inc. (les)	Ferme Onésime Pouliot inc.



Ferme Régil inc.  
 Ferme Saint-Élie  
 Ferme Sophie Caussignac  
 et Serge Archambault SENC  
 Ferme Valjack enr.  
 Ferme Valupierre inc.  
 Ferme Van Velzen et Fils SENC  
 Fermes Roger Garipey et Fils inc.  
 (FPMQ07)  
 Fermes Trudeau inc.  
 Fernand Dufresne inc.  
 Ferrero Canada Ltd./Itée  
 Ferring Inc.  
 Ferti Technologies Inc.  
 Festival Juste pour Rire  
 Festivals et Événements Québec  
 FGL Sports Ltd.  
 Financière Manuvie  
 Fisher Home Products Inc.  
 FleetMind Solutions  
 Fleur d'olive  
 Fondation Collège de Montréal  
 Fondation de la faune du Québec  
 Fondation du Pensionnat  
 du Saint-Nom-de-Marie  
 Fondation Lucie et André Chagnon  
 Fondation Québec Cinéma  
 Fondation Vincent-d'Indy  
 Fonds de placement immobilier Cominar  
 Fonds de solidarité FTQ  
 Fonds Promotionnel RE/MAX inc.  
 Fonora Textile inc.  
 Fontaine Santé Foods inc.  
 Ford Motor Company of Canada  
 Forever 21  
 Formedica Itée  
 Fou du cochon et Scie  
 Fourniture de bureau Denis inc.  
 FraiseBec inc.  
 Fraisière Rou Gi et Fils inc.  
 Fraisière Sylvie et Gilles Arsenault inc.  
 France Délices inc.  
 Franchises Cora inc.  
 Francois et Lise Méthot inc.  
 Frank & Oak  
 Franklin Templeton Investments Corp.  
 Frères Di Ioia inc. (Les)  
 Freud Canada, Inc.  
 Freudenberg Household Products Inc.  
 Frito-Lay Canada (une division  
 de Pepsi-Cola Canada Itée)  
 Fromagerie Ancêtre inc.  
 Fromagerie Bel Canada  
 Fromagerie Bergeron inc.  
 Fromagerie Boivin  
 Fromagerie Clément inc.  
 Fromagerie des Basques inc.  
 Fromagerie Ferme des Chutes  
 Fromagerie Fritz Kaiser inc.  
 Fromagerie l'Autre Versant

Fromagerie Lemaire Itée  
 Fromagerie Madame-Chèvre Itée  
 Fromagerie Pimar / Hamel inc.  
 Fromagerie Proulx (1985) inc.  
 Fromagerie Tradition  
 Fromages La Chaudière inc.  
 Fruit d'Or inc.  
 Fruit of the Loom Canada Inc.  
 Fruits & Passion Boutiques Inc.  
 Fruits de mer de l'est du Québec  
 Fruits et légumes Gaétan Bono inc.  
 Fujifilm Canada Inc.  
 Fumoir Grizzly inc.  
 G. Bergeron & Fils inc.  
 G.A. Boulet inc.  
 Galerie au Chocolat  
 Gap (Canada) Inc.  
 Garaga inc.  
 Garant GP  
 Gardena Canada Ltd.  
 Gates Canada Inc.  
 Gaudet Sweet Goods Inc.  
 Gay Globe Magazine  
 Gaz Métro  
 GB Micro Electronics  
 GE Lighting  
 General Mills Canada Corporation  
 General Motors of Canada  
 General Nutrition Centres Company  
 Gentec International  
 Genuine Health Inc.  
 Georgia-Pacific Canada Consumer  
 Products L.P.  
 Germain Larivière (1970) Itée  
 Gestion Dagwoods inc.  
 Gestion FÉRIQUE  
 Gestion Jackson et Philippin inc.  
 Gestion KSMG inc.  
 Gestion Le Petit Québec inc.  
 Gestion Sijoprec inc.  
 Gestion Sushi-Man inc.  
 Gestion Touche Finale inc.  
 Giant Tiger Stores Ltd.  
 Give and Go Prepared Foods Corp.  
 GlaxoSmithKline  
 GlaxoSmithKline Consumer Healthcare  
 Global Upholstery Co. Inc.  
 Globe Union Canada Inc.  
 Goedike Canada Inc.  
 Goodfellow Inc.  
 Goodyear Canada Inc.  
 Google Canada Corporation  
 Gourmet Sauvage inc.  
 Grande Rivière Broderie Design inc.  
 Granules LG inc.  
 Granules LG International inc.  
 Graymont (Qc) inc.  
 Greenlite Lighting Corporation  
 Grisspasta Products Ltd.  
 Groupe Accès Électronique inc.

Groupe Adonis inc.  
 Groupe Archambault inc.  
 Groupe Bergeron-Thibault  
 Groupe Bikini Village inc.  
 Groupe BMR inc.  
 Groupe Boyz Inc.  
 Groupe Cabico inc.  
 Groupe Cam-J inc.  
 Groupe Cantrex Nationwide Inc.  
 Groupe Carreaux Céragrès inc.  
 Groupe CDREM inc.  
 Groupe CH International  
 Groupe de Courtage Omni Itée  
 Groupe Dutailier Inc.  
 Groupe Dynaco, coopérative  
 agroalimentaire  
 Groupe Dynamite inc.  
 Groupe ERA inc.  
 Groupe ERP  
 Groupe Éthier inc.  
 Groupe Gagnon Frères inc.  
 Groupe International Travelway Inc.  
 Groupe Intersand Canada Inc. (le)  
 Groupe JNC 1944 inc.  
 Groupe Johanne Verdon inc.  
 Groupe Lemercier inc.  
 Groupe Lemur inc. (Le)  
 Groupe Lou-Tec inc.  
 Groupe Marcelle  
 Groupe Masdel inc.  
 Groupe MMO inc.  
 Groupe Opex inc.  
 (Ashley Furniture HomeStore)  
 Groupe Optimum inc.  
 Groupe Park Avenue inc.  
 Groupe Party Expert  
 Groupe PharmEссор inc.  
 Groupe Phoenicia inc.  
 Groupe Première Moisson inc.  
 (Centre administratif)  
 Groupe Procity inc.  
 Groupe Promutuel, Fédération  
 de sociétés mutuelles d'assurance  
 générale  
 Groupe restaurants Imvescor inc.  
 Groupe Rossignol Canada inc.  
 Groupe Sogides inc.  
 Groupe Son X Plus inc.  
 Groupe Sportscene inc.  
 Groupe Tabac Scandinave Canada Inc.  
 Groupe Tecnic 2000 inc.  
 Groupe TVA inc.  
 Groupe Valentine  
 Groupe Vegco inc.  
 Groupe Voyages Québec inc.  
 Groupe Yellow Inc.  
 Groupepecho Collection Canada Inc.  
 GSM (Canada) Pty Ltd.  
 Guess? Canada Corporation  
 Guinois & Frères Itée

Guitabec inc.  
 H&R Block Canada Inc.  
 H. Chalut Itée  
 H.A. Kidd and Company Ltd.  
 H.B. Promotion Inc.  
 Hachette Collections  
 Hachette Distribution Services  
 (Canada) Inc.  
 Hain Celestial Canada  
 Hall-Chem MFG Inc.  
 Hallmark Canada  
 Hamilton Beach Brands Canada Inc.  
 Handcraft Apparel Company Canada Inc.  
 Harry Rosen Inc.  
 Hasbro Canada Corporation  
 Hauser Company Stores Inc.  
 H-E-E-L Canada Inc.  
 Helen of Troy  
 Henkel Consumer Adhesives  
 Henkel Consumer Goods Canada Inc.  
 Hennes & Mauritz inc.  
 Henry Canada Inc.  
 Herbalife of Canada Ltd.  
 Hershey Canada Inc.  
 Herzing College  
 Hewlett-Packard (Canada) Co.  
 Hibbert International Inc.  
 High Liner Foods Inc.  
 HKR Collections  
 HMV Canada Inc.  
 Hoffmann-La Roche Ltd.  
 Holt Renfrew  
 Home Depot Canada  
 Home Hardware Stores Ltd.  
 HoMedics Group Canada Co.  
 Honda Canada Inc.  
 Honeywell International  
 HSBC Bank Canada  
 Hubbell Canada LP  
 Hudson's Bay Company (HBC)  
 Huile Bellechasse  
 Humania Assurance inc.  
 Husqvarna Canada Corp.  
 Hydro Culture Macri inc.  
 Hydro-Québec Distribution  
 Hygie Canada Inc.  
 Hyundai Auto Canada Corp.  
 Icebreaker Merino Clothing Inc.  
 I-D Foods Corporation  
 Ideal Security Inc.  
 Idelle Labs  
 IKEA  
 Îlot 307 Inc.  
 Immanence Intégrale Dermo  
 Correction inc.  
 Immunotec Inc.  
 Impact Distribution  
 Imperial Tobacco Canada Ltd.  
 Import Détail inc.  
 Importations Biochala inc.  
 Importations De-Ro-Ma (1983) Ltee.  
 Importations Manon Boutin inc.  
 Importations Stavropoulos  
 Importations Thibault Itée  
 Importations Tribeca inc.  
 Imprimerie Lancôt  
 Imprimerie Offset Beauce Itée  
 Indigo Books & Music  
 Industrie gastronomique Cascajares  
 Industrielle Alliance, Assurance  
 et services financiers inc.  
 Industries Dorel inc. (Les)  
 Industries John Lewis  
 Industries JSP inc.  
 Innovations PAL-LAP inc.  
 I-Nov Concept inc.  
 Insertech Angus  
 Institut de la Statistique du Québec  
 Institut de recherche biologique  
 Yves Ponroy Canada inc.  
 Institut de tourisme et d'hôtellerie  
 du Québec  
 Institut national de la recherche  
 scientifique  
 Intact Compagnie d'assurance  
 INTEGA Sciences de la peau inc.  
 Inter Clôtures inc.  
 Intercampus Marketing Inc.  
 Intermiel inc.  
 International Clothiers Inc.  
 Intervet Canada Corp.  
 Intimode Canada inc.  
 Invesco Trimark Itée  
 Investors Group  
 Ipex Electrical Inc.  
 Ipex Inc.  
 Irving Consumer Products Ltd.  
 Isabelle inc.  
 Isis Inc.  
 Isofoam Group Inc.  
 ITW Permatex Canada  
 Ivanhoé Cambridge inc.  
 J L 2000 INC.  
 J. Benny Inc.  
 J. Sonic Services Inc.  
 J.B. Poitras inc.  
 J.C. Ricard inc.  
 J.E. Mondou Itée  
 J.L. Freeman S.E.C.  
 J.M. Clément Itée  
 JAB Produits Récréatifs inc.  
 Jack Link's Canada Company  
 Jacques Lemieux (grossiste) inc.  
 Jam Industries Ltd.  
 Jamieson Laboratories  
 Janes Family Foods-Sofina Foods Inc.  
 Janssen Inc.  
 Jardel Distributors Inc.  
 Jardin de Ville inc.  
 Jardiniers Ideal Itée (FPMQ07)  
 Jascor Housewares Inc.  
 Jean-Paul Fortin (1997) inc.  
 JELD-WEN of Canada Ltd.  
 JELD-WEN (une division  
 de Donat Flamand)  
 Joanel inc.  
 Jobboom Inc.  
 John Deere Canada ULC  
 John Forest / Rucher des framboisiers  
 Johnson & Johnson  
 Johnson Level and Tools Inc.  
 Jolies Demoiselles inc.  
 Jolivac inc.  
 Jones Apparel (Canada) Ltd.  
 Journal communautaire  
 Le Contact de Beaulac-Garthby  
 Journal Coup d'oeil  
 sur Saint-Marcel-de-l'Islet  
 Journal Le Montagnard  
 Jovi Sports Inc.  
 Joylypso Inc.  
 JPL Maraîcher inc.  
 JTI-Macdonald Corp.  
 JTI-Macdonald TM Corp.  
 Judith & Charles  
 Julie Sabourin Audioprothésiste  
 Julien Beaudoin Itée  
 Julien inc.  
 Juvénat St-Jean (f.i.c.)  
 Kanuk Inc.  
 Karine Joncas Cosmétiques inc.  
 Kaycan Ltd.  
 Kaz Canada Inc.  
 KCI Medical Canada Inc.  
 Kellogg's Canada  
 Keurig Canada Inc.  
 Kia Canada Inc.  
 Kidde Canada  
 Kilo  
 Kilo Solution  
 Kimberly-Clark Inc.  
 Kimpex inc.  
 King Packaged Materials Company  
 Klassen Bronze Ltd.  
 Kleen-Flo Tumbler Industries Ltd.  
 Knappe & Vogt Canada Inc.  
 Kobian Canada Inc.  
 Koch Innovations Inc  
 Kodak Canada ULC  
 Kodiak Group Holdings Co.  
 Kohl & Frisch Ltd.  
 Kosmic Distribution  
 Kraft Canada Inc.  
 L. Villeneuve & Cie (1973) Itée  
 L.C. Meubles Inc.  
 L.L. Lozeau Itée  
 L'Ordre des technologues professionnels  
 du Québec  
 La Boulangerie Fin' Croûte inc.  
 La Boutique Le Tambourin inc.

La Boutique L'Ensemblier Inc.  
 La Brasserie Labatt Itée  
 La Bûche  
 La Capitale assurances générales inc.  
 La Capitale Groupe financier inc.  
 La Compagnie Téléphone  
 de Courcelles Inc.  
 La Compagnie Matériaux de construction  
 BP Canada  
 La Compagnie McCormick Canada Co.  
 La Clef de Sol inc.  
 La Commission des relations du travail  
 La Compagnie 2 Ameriks inc.  
 La Compagnie d'assurance Belair Inc.  
 La compagnie d'assurance Primerica du  
 Canada  
 La Compagnie de Téléphone de St-Victor  
 La Compagnie H.J. Heinz  
 du Canada S.E.C.  
 La Compagnie Mutuelle d'assurance  
 Wawanesa  
 La Coop Fédérée  
 La Coop Lac Mégantic Lambton  
 La Cordée Plein Air inc.  
 La Corporation Internationale Masonite  
 La Corporation McKesson Canada  
 La Ferme à Frédérique  
 La Fernandière inc.  
 La Financière Agricole du Québec  
 La Fourmi Bionique Inc.  
 La Fraisonnée inc.  
 La Fromagerie du terroir  
 de Bellechasse Inc.  
 La Fromagerie Victoria inc.  
 La Maison AML-CO (1981) inc.  
 La Maison Cannelle Sans Gluten inc.  
 La Maison Clayton Shagal inc.  
 La Maison Crowin inc.  
 La Maison Lavande Inc.  
 La Maison Orphée inc.  
 La Margna inc.  
 La Petite Bretonne (distribution) inc.  
 La Petite Grange (Laurent Meury inc.)  
 La Presse Itée  
 La Régie du bâtiment du Québec  
 La revue de cinéma Séquences  
 La revue Moebius  
 La Roche des Brises  
 La Rôtisserie de Granby inc.  
 La Societe canadienne de la Croix-Rouge  
 La Soyarie inc.  
 Laboratoire Atlas inc.  
 Laboratoire G.M.F.  
 Laboratoire Lalco inc.  
 Laboratoire Larima  
 Laboratoire Pierre Marchildon inc..  
 Laboratoire Pouliot  
 Laboratoire St-Antoine  
 Laboratoire Trianon  
 Laboratoires Abbott  
 Laboratoires Colba inc.  
 Laboratoires Natrum inc.  
 Laboratoires Nicar inc.  
 Laboratoires Reynard inc.  
 Labrador Laurentienne inc.  
 L'Académie Ste-Thérèse inc.  
 Laiterie Chagnon  
 Laiterie Chalifoux inc.  
 Laiterie Charlevoix inc.  
 Laiterie de Coaticook Itée  
 Laiterie de l'Outaouais  
 Laiterie des Trois Vallées inc.  
 Laiterie Royale inc.  
 Landau Sacamoto  
 Landes Canada inc.  
 Lantic inc.  
 L'Arc-en-ciel du Paradis  
 L'Aréna des Canadiens inc.  
 Laroche Gaulin CPA inc.  
 Laurent Chocolatier Belge Inc.  
 Laurentide Ressources  
 Lauzon - Planchers de bois exclusifs inc.  
 Lauzon Bois énergétique recyclé inc.  
 Lavo inc.  
 Le Café Dépôt inc.  
 Le Canard Goulu inc.  
 Le Capitole de Québec inc.  
 Le Château inc.  
 Le Club Piscine Plus Québec (C.P.P.Q.) inc.  
 Le Coin Vert - Azzam Maksoud  
 Le Directeur général des élections  
 du Québec  
 Le Gastronomes Animal Inc.  
 Le Glacier Bilboquet inc.  
 Le Groupe alimentaire Nordique inc.  
 Le Groupe Dans un jardin  
 Le Groupe de Communication  
 Sansectra inc.  
 Le Groupe Hexavogue inc.  
 Le Groupe Innovak  
 Le Groupe Jean Coutu (PJC) inc.  
 Le Groupe Legerlite inc.  
 Le Groupe Multi Luminaire Inc.  
 Le Groupe Vertdure inc.  
 LE Maraîcher André Côté  
 Le Massif inc.  
 Le Muffin Plus inc.  
 Le Potager Riendeau inc.  
 Le Reflet du canton de Lingwick  
 Le Sabord, revue culturelle inc.  
 Le Salon international de l'Auto  
 de Montréal Itée  
 Le SuperClub Vidéotron Itée  
 Le Théâtre de La Manufacture  
 Le Verger du Père de la Fraise  
 Le Verger Lamarche inc.  
 Leda Health Innovations Inc.  
 Lego Canada Inc.  
 Légumière Y C inc.  
 Légunord inc.  
 Lembex Import  
 Lenbrook  
 Lenovo  
 L'Entrepôt du Cadre D.G. inc.  
 LEO Pharma Inc.  
 Léopold Bouchard inc.  
 Les Accessoires Hunter Brand inc.  
 Les Agences Prodex enr.  
 (168342 Canada inc.)  
 Les Ailes de la Mode inc.  
 Les Aliments 2000 inc.  
 Les Aliments Aquafuchsia Food inc.  
 Les Aliments Bari inc.  
 Les Aliments Bégin inc.  
 Les Aliments Bercy inc.  
 Les Aliments CDS inc.  
 Les Aliments Dainty Foods  
 Les Aliments Jardi inc.  
 Les Aliments La Mère Poule  
 Les Aliments Lebel inc.  
 Les Aliments Livabec Foods Inc.  
 Les Aliments Magrebia inc  
 Les Aliments Mejicano  
 Les Aliments Nutri-Délice inc.  
 Les Aliments Olympus (Canada)  
 Les Aliments O'sole Mio inc.  
 Les Aliments Parador inc.  
 Les Aliments Saveurs du Monde inc.  
 Les Aliments Sibon (1985) Itée  
 Les Aliments Soyummi inc.  
 Les Aliments Trophy inc.  
 Les Aliments Whyte's Inc.  
 Les Amis du Jardin botanique de Montréal  
 Les Bijouteries Doucet 1993 inc.  
 Les Bois de plancher PG inc.  
 Les Brasseries Sleeman Itée  
 Les Brevages Cott  
 Les Câbles Ben-Mor  
 Les Cafés Honorés inc.  
 Les Centres funéraires Grégoire  
 et Desrochers inc.  
 Les Chocolats André  
 Les Chocolats Favoris inc.  
 Les Chocolats Martine  
 Les Chocolats Vadeboncoeur inc.  
 Les Collections Shan inc.  
 Les Communications Sarnet inc.  
 Les Concepts Zone  
 Les Distilleries Melville Itée  
 Les Distributions Avantgarde inc.  
 Les Distributions Yvan Nadeau inc.  
 Les Douceurs de l'érable Brien inc.  
 Les Eaux Naya  
 Les Eaux Saint-Léger Waters Inc.  
 Les écrits de l'Académie des lettres  
 du Québec  
 Les Éditions Cap-aux-Diamants inc.  
 Les Éditions du Boréal  
 Les Éditions Nitram inc.  
 Les Éleveurs de porcs du Québec

Les Éleveurs de volailles du Québec  
 Les Entreprises Amira inc.  
 Les Entreprises Bizier Inc.  
 Les Entreprises Catsports inc.  
 Les Entreprises Leznoff 2011 inc.  
 Les Entreprises Marsolais  
 Les Entreprises Réjean Lavoie  
 Les Entreprises Vagabond inc.  
 Les Fermes du Soleil inc.  
 Les Fermes E. Notaro Et Fils Inc  
 Les Fermes Leclair et Frères Itée  
 Les Fermes Lefort  
 Les Fermes Rivest Bourgeois inc.  
 Les Fermes Saint-Vincent inc.  
 Les Fermes V. Forino et Fils inc.  
 Les Fines herbes de chez nous inc.  
 Les Fraises de l'Île d'Orléans inc.  
 Les Franchises Panda Itée  
 Les Grands feux du Lac-Leamy  
 Les Hôtels Villegia  
 Les Hottes Gimi inc.  
 Les Huiles naturelles d'Amérique  
 Les Immeubles Roussin Itée  
 Les Importations Cavan inc.  
 Les Importations Moda-Mondo inc.  
 Les Industries Bernard & Fils Itée  
 Les Industries Bonneville Itée  
 Les Industries Capitol inc.  
 Les Industries Century Industries inc.  
 Les Industries Jessar  
 Les Industries Touch inc.  
 Les Industries Trovac Itée  
 Les Industries Wipico inc.  
 Les Ingrédients alimentaires BSA, S.E.C.  
 Les Insecticides Puroguard Itée  
 Les Jardins I.E.C. Dubuc inc.  
 Les Jardins Paul Cousineau & Fils inc.  
 Les Jardins Val-Mont inc.  
 Les Laboratoires Swisse (1995) inc.  
 Les laboratoires Turcot et Olivier inc.  
 Les Luminaires Eureka inc.  
 Les Manufacturiers Brais et Frères inc.  
 Les Marques Kin inc.  
 Les Matelas SSH Canada  
 Les Matériaux de Construction  
     Oldcastle Canada inc.  
 Les Membranes Best Deck inc.  
 Les Meubles Marchand inc.  
 Les Meubles Pel International Itée  
 Les Meubles St-Paulin  
 Les Modes Ameco Paradisio inc.  
 Les Modes Klaus Steilmann inc.  
 Les Moulins de Soulanges  
 Les Mousses de L'Estrie inc.  
 Les Oeufs Ovale S.E.C.  
 Les Oeufs Richard Eggs inc.  
 Les Pâtes Alpha inc.  
 Les Pièces d'auto T.D.G. inc.  
 Les Plastiques Balcan Itée.  
 Les Plats du Chef inc.

Les Producteurs laitiers du Canada  
 Les Productions Margiric inc.  
 Les Productions Phenmar inc.  
 Les Produits alimentaires Bouchard inc.  
 Les Produits alimentaires Long Phung  
 Les Produits Aluminium P.S. inc.  
 Les Produits Armodec Itée  
 Les Produits Daubois inc.  
 Les Produits de santé Audessa inc.  
 Les Produits de soins pour la peau  
     au lait de chèvre Canus inc.  
 Les Produits industriels  
     Jean-Paul Côté inc.  
 Les Produits North Hatley inc.  
 Les Produits Tapp Inc.  
 Les Produits Techniseal inc.  
 Les Produits UNI J.G. Côté inc.  
 Les Produits Valfei inc.  
 Les Promotions Atlantiques inc.  
 Les Pros de la Photo (Québec) inc.  
 Les Publications Charron & Cie inc.  
 Les Restaurants Lafleur inc.  
 Les Rôtisseries Benny  
 Les Rôtisseries St-Hubert Itée  
 Les Roulements à Billes C.P. inc.  
 Les Serres Arundel SENC  
 Les Serres Biologico inc.  
 Les Serres Ovation inc.  
 Les Serres Royales  
 Les Sols R. Isabelle inc.  
 Les Sources Saint-Élie inc.  
 Les Sources Vélo  
 Les Spécialités Prodal (1975) Itée  
 Les Stations de la Vallée  
     de Saint-Sauveur inc.  
 Les Surgelés Cool & Simple inc.  
 Les Terres Maraîchères Norvie inc.  
 Les Textiles Patlin inc.  
 Les Tourbières Berger Itée  
 Les Tricots Duval & Raymond Itée  
 Les Variétés LCR inc.  
 Les Vergers Leahy inc.  
 Les Vergers Pedneault  
 Les vêtements S P inc.  
 Les Viandes biologiques  
     de Charlevoix inc.  
 Les Viandes Délecta inc.  
 Les Viandes Lacroix  
 Les Viandes Paquette  
 Lesters Foods Ltd.  
 Lettres québécoises  
 Lévesque éditeur  
 Lexmark Canada Inc.  
 Liberté  
 Lifescan Canada Ltd.  
 Lincoln Electric Company of Canada L.P.  
 Lindt & Sprungli (Canada) Inc.  
 Lingerie Hago Inc.  
 Lise Watier Cosmétiques inc.  
 Liteline Corporation

Literie Primo inc.  
 Lobe Réseau inc  
 Loblaw's Inc.  
 Location d'outils Simplex  
 Logiciels PMD inc.  
 Lombard Canada Ltd.  
 L'Oréal Canada inc.  
 Louben Sportswear Inc.  
 Louis Garneau Sports inc.  
 LoyaltyOne, Co.  
 LS Travel Retail North America  
 Lumen (une division de Sonepar  
     Canada inc.)  
 Lundbeck Canada Inc.  
 L'Union des producteurs agricoles -  
     Publications  
 L'Union-Vie, Compagnie Mutuelle  
     d'assurances  
 L'Unique, assurances générales inc.  
 Lussier cabinet d'assurances  
     et services financiers inc.  
 M&M Meat Shops Ltd.  
 M.L.P. Cosmétiques inc  
 MAAX Bath Inc.  
 Mademoiselle Ellégance inc.  
 Mado & Jacques Mc Isaac inc.  
 Magasins Lecompte inc.  
 Magasins Trevi inc.  
 Magazine Prestige inc.  
 Magenta Studio Photo inc.  
 Magtar Sales inc.  
 Maheu&Maheu inc.  
 Maibec inc.  
 Maison de thé Camellia Sinensis  
 Maison des Futailles S.E.C.  
 Maison Théâtre  
 Maître Saladier inc.  
 Makita Canada Inc.  
 Malenfant Dallaire, S.E.N.C.R.L.  
 Manhattan International Trade Inc.  
 Manoir du Lac Delage  
 Mansfield Medical Distributors Ltd.  
 Manu Vic inc.  
 Manufacture Leviton du Canada Itée  
 Mapei inc.  
 Maple Leaf Foods  
 Maple Lodge Farms Ltd.  
 Maraîchers H C D Enr  
 Marc Bovet inc.  
 Marché de poisson Sherbrooke inc.  
 Margarine Golden Gate-Michca Inc.  
 Marie Morin Canada  
 Marie Saint-Pierre Design inc.  
 Mariette Clermont inc.  
 Marise Victoriaville inc.  
 Marques Constellation Québec, inc.  
 Mary Kay Cosmetics Ltd.  
 Masco Canada Ltd.  
 Matériaux de construction CanWel Itée  
 Matériaux Laurentiens inc.

Mattel Canada inc.	Diversité et de l'Inclusion	Nikon Canada Inc.
Maurice St-Laurent Itée	Ministère des Affaires municipales, des	Nine West Canada, LP
Mayrand Itée	Régions et de l'Occupation du territoire	Nintendo of Canada Ltd.
McCain Foods Canada	Ministère des Finances	Nivel inc.
McCaughey Consumer Products	Ministère du Tourisme	Nouvelles Ski-Pressé Inc.
Management, Inc.	Mint Green Group Inc.	Novalab Inc.
McCordick Glove and Safety Inc.	Mirabûches inc.	Novartis Consumer Health Canada Inc.
McDonald's Restaurants of Canada Ltd.	Mitsubishi Motor Sales of Canada Inc.	Novartis Pharmaceuticals Canada Inc.
Mcmahon distributeur	Moen inc.	Novexco inc.
pharmaceutique inc.	Moishes Inc.	Novik Inc.
Mead Johnson Nutrition (Canada) Co.	Molson Canada 2005	Novo Nordisk Canada Inc.
Media communautaires	Momentive Performance Materials Canada	NTD Apparel Inc.
du Bassin St-François	ULC	Nuera Air Inc.
MEGA Brands Inc.	Mondor Itée	Nutrinor-Secteur lait et eau
Mega Group Inc.	Moniteurs Angelcare inc.	Nutri-Oeuf inc.
Mégaburo inc.	Monnol Import Export Inc.	Nutripur inc.
Megalak Finition inc.	Mont Blanc S.E.C.	Nutri-Zoo Inc.
Meilleures Marques Itée	Mon-Tex Mills Ltd.	Nuvatek Distribution Corporation
Menu-Mer Ltée	Montmédec inc.	Oakley Canada Inc.
Mercedes-Benz Canada Inc.	Montour Itée	Occy Laboratoire inc.
Mercier wood flooring inc.	Montreal Kosher Bakery	Ocean Spray International Inc.
Merck Canada Inc.	Montreal Pita	Octroi de licences Félix & Norton inc.
Merial Canada Inc.	Moore's the Suit People Inc.	Office des personnes handicapées du
Messageries Dynamiques	Morel Rolland Chocolatier inc.	Québec (OPHQ)
Métaltech-Oméga Inc.	Morin & Rouleau inc.	Office Du Tourisme du Suroît
Metro Richelieu inc.	Morris National Inc.	Office franco-québécois pour la jeunesse
Meubles Branchaud inc.	Mountain Equipment Co-op	Office Québec-Amériques pour
Meubles Concordia Itée	Mr Lube Canada LP	la jeunesse
Meubles Domon Itée	MTD products Ltd.	Office Québec-Monde pour la jeunesse
Meubles Dubois inc.	Mulligan International Inc.	Office québécois de la langue française
Meubles et Matelas Dépôt inc.	Multi-Portions inc.	Office Québec-Wallonie Bruxelles pour
Meubles JC Perreault inc.	Musée d'art Contemporain de Montréal	la jeunesse
Meubles Poisson Itée	Musée de la civilisation	Old Dutch Foods Ltd.
Mexx Canada Company	Musée de la Gaspésie	Old Navy (Canada) Inc.
Meyer Canada Inc.	Musée d'histoire d'ethnographie	Olivia Chocolatiers
Mia Foods Inc.	et d'art religieux	Olymel S.E.C.
Michaels Stores Inc.	Musée national des beaux-arts du Québec	Olympia Tile International Inc.
Michel St-Arneault inc.	Mylan Pharmaceuticals ULC	Olympic Dairy Products Inc.
Microbrasserie Dieu du Ciel inc.	National Herring Co.	Omer Deserres inc.
Microsoft	National Money Mart Co.	Oral Science Inc.
Midlon Foods Inc.	National Smokeless Tobacco	Orapi Canada Itée
Miel Labonté inc.	Company Ltd.	Ordre des acupuncteurs du Québec
Miele Ltd.	Nature 3M inc.	Ordre des administrateurs agréés
Miels des 3 Rivières	Nature's Path Foods Inc.	du Québec
Mineral Origin Inc.	Nature's Sunshine Products	Ordre des agronomes du Québec
Ministère de la Culture, des	Naturiste inc.	Ordre des chimistes du Québec
Communications et de la	NaturoSources	Ordre des conseillers et conseillères
Condition féminine	Natursource Inc.	d'orientation du Québec
Ministère de la Famille	Nautilus Plus Inc.	Ordre des CPA du Québec
Ministère de la Justice du Québec	NCR Corporation	Ordre des dentistes du Québec
Ministère de la Santé et des Services	Nemcor Inc.	Ordre des denturologistes du Québec
sociaux	Nergy Santé Inc.	Ordre des ergothérapeutes du Québec
Ministère de la Sécurité publique	Nespresso Canada	Ordre Des hygiénistes dentaires
Ministère de l'Éducation, du Loisir	Nestle Canada Inc.	du Québec
et du Sport	Nestle Purina Petcare	Ordre des ingénieurs du Québec
Ministère de l'Emploi et de la	Nestle Waters Canada	Ordre des ingénieurs forestiers
Solidarité sociale	Newell Rubbermaid inc.	du Québec
Ministère de l'Énergie et des Ressources	News Marketing Canada Corp.	Ordre des opticiens d'ordonnances
naturelles	Nike Canada Corp	du Québec
Ministère de l'Immigration, de la	Nikol Poulin inc.	Ordre des optométristes du Québec



Ordre des orthophonistes et audiologistes du Québec	Pharmacies Gregoire Arakalian	Produits Verriers Novatech inc.
Ordre des podiatres du Québec	Pharmascience inc.	Produits Vince inc.
Ordre des technologues en imagerie médicale, en radio-oncologie et en électrophysiologie médicale du Québec	Philippe de Vienne et Ass. inc.	Produits Zinda Canada inc.
Ordre des traducteurs, terminologues et interprètes agréés du Québec	Phyto-Santé Itée	Prologue inc.
Ordre des travailleurs sociaux et des thérapeutes conjugaux et familiaux du Québec	Pièces d'autos Transit inc.	Proprio direct inc.
Ordre professionnel de la physiothérapie du Québec	Pied-Mont Dora inc.	Prosol Distribution Inc.
Ordre professionnel des inhalothérapeutes du Québec	Pier 1 Imports (U.S.), Inc.	Protégez-Vous
Ordre professionnel des sexologues du Québec	Pierre Fabre Dermo Cosmétique Canada inc.	Provisions Marquis inc.
Ordre professionnel des technologistes médicaux du Québec	Pilaros International Trading Inc.	Prym Consumer Canada Inc.
Osram Sylvania Itée	Pioneer Electronics of Canada Inc.	Publications BLD inc.
Outils King Canada inc.	Piscines Soucy inc.	Publications Espace Montréal inc.
Outils A.Richard Co.	Pizza Pizza Ltd.	Puma Canada inc.
Ovation Médias inc.	Pizza Rodi Resto Inc.	Purdue Pharma Canada
Ove Decors ULC	Place Versailles inc.	Pure Biorevolution Itée
Owens Corning Celfortec L.P.	PlastiFab Ltd.	Pure Treats Inc.
Owl's Head Development Inc.	Plastique DCN Inc.	Purity Life Health Products
P. K. Douglass inc.	Playmobil Canada Inc.	PVH Canada Inc.
Pactiv Canada Inc.	PLB International inc.	Quadrant Cosmetics Corp.
Paladin labs Inc.	Pneus Unimax Itée	Québec Loisirs inc.
Palason Billard Inc.	Poissonnerie Fortier & Frères inc.	Quickie Convenience Stores Corp.
Pali Design Inc.	Poissonneries Odessa inc.	Quickstyle industries inc.
Palmex Inc.	Poivre des Îles (Le)	Quincaillerie Richelieu Itée
Panasonic Canada Inc.	Polyculture Plante 1987 inc.	Quiznos Canada Restaurant Corp.
Pannizza Restaurants Inc.	Pommes Enderle Inc. (Les)	Radiator Specialty Company of Canada
Paramount Training Canada Inc.	Pommes Ma-Gic inc.	Rapid Snack inc.
Parasuco Jeans Inc.	POP Produits Orthopédiques Professionnels inc.	Raymond Lanctôt Itée
Parfumerie Paris inc.	Portes et Fenêtres Isothermic inc.	RBF International Itée
Paris Glove of Canada Ltd.	PPG Revêtements architecturaux Canada inc.	RCR International Inc.
Parmalat Canada Inc.	Premier Horticulture Itée	RE/MAX Laurentides inc..
Pasard inc.	Premier Tech Home & Garden Inc.	Reader's Digest Canada
Pastene Inc.	Premiere Products Brands of Canada, Ltd	Réal Pinsonneault & Fils Itée
Patates Dolbec inc.	Prestilux Inc.	Reckitt Benckiser (Canada) Inc.
Pâtisserie Carvin Déli inc.	Prestolam inc.	Recochem Inc.
Pâtisserie Duquette inc.	Primeau Métal inc.	Red Bull Canada Ltd.
Pâtisserie Le Fraisier inc.	Primo Foods Inc.	Redpath Sugar Ltd.
Patricia Lingerie	Primo Instrument Inc.	Régie de l'assurance maladie du Québec
Patrick Morin inc.	Pro Action (G.R)	Régie des alcools, des courses et des jeux
Payless Shoesource Canada L.P.	Pro Doc Itée	Régie des installations olympiques
Paysanne Gelato	Pro-Amino international inc.	Régie des rentes du Québec
Pébéo Inc.	Procap Itée	Régie du logement
Pediapharm Inc.	Procter & Gamble inc.	Reinhart Foods Ltd.
Peinture Micca inc.	Produits alimentaires Berthelet inc.	Reitmans (Canada) Ltd.
Peintures M.F. inc.	Produits alimentaires Sager inc.	Reliable Parts Ltd.
Pensionnat du Saint-Nom-de-Marie	Produits automobiles Laurentide	Remboursement RE-NO
Pensionnat Notre-Dame-des-Ange	Produits Cadillac (1984) Itée	Renaud-Bray
Pépinière Charlevoix inc.	Produits de nos Grand-Mères N.D. inc.	Renées Gourmet Foods Inc.
Pepsi Bottling Group Canada	Produits de Pâtisserie Michaud inc.	Renew Life Canada Inc.
Pepsi-QTG	Produits de Pâtisserie orientale (une division de 140740 Canada inc.)	Réseau Admission
Perrin Inc.	Produits de Plancher Finitec inc.	Réseau de transport de la Capitale - RTC
Pfizer Canada Inc.	Produits de Santé Delano Itée	Réseau de transport de Longueuil (RTL)
	Produits Kruger S.E.C.	Restaurant Hokkaido Sushi
	Produits Neptune inc. (les)	Restaurant Le Subtil inc.
	Produits Nutri-Forme inc.	Restaurants Giorgio (Amérique) Itée
	Produits pour animaux Yamas inc.	Restaurant-Taverne Magnan
	Produits sanitaires Unique inc.	Restogain inc.
	Produits Vegkiss inc.	Revenu Québec
		Revue Notre-Dame (RND)
		Reynolds Consumer Products Canada Inc.
		Ricardo Média inc.
		RISE Kombucha

Roadrunner Apparel Inc.  
 Robert Bosch inc.  
 Roche Soins du diabète  
     (division de Hoffmann - La Roche Itée)  
 Rogers Communications Inc.  
 Rogers Publishing Ltd.  
 Rolf C. Hagen Inc.  
 Rona inc.  
 Ronor International Inc.  
 Roots Canada Ltd.  
 Rothmans, Benson & Hedges Inc.  
 Rôtisserie Fusey (1983) inc.  
 Rôtisseries Rémi Martin inc.  
 Royal Bank of Canada  
 Royal Institution for the Advancement  
     of Learning  
 L.P. Royer inc.  
 Rozon Batteries inc.  
 Ruchers Promiel inc. (les)  
 Running Room Canada Inc.  
 S. Boudrias inc.  
 S.C. Johnson and Son Ltd.  
 S.C.A. Île-aux-Grues  
 S.D. variations inc.  
 Sail Plein Air inc.  
 Saint-Hilaire inc.  
 Salaison Lévesque Inc.  
 Salle André-Mathieu  
 Salton Canada  
 Samson Bélair/Deloitte & Touche inc.  
 Samsung Electronics Canada Inc.  
 Samtack Inc.  
 Sana Designs Inc. / Design Sana inc.  
 Sani-Marc Inc.  
 Sanofi Consumer Health / Sanofi Santé  
     grand public  
 Sanofi-Aventis Canada Inc.  
 Santé Naturelle A.G. Itée  
 Saputo Dairy Products Canada G.P.  
 Sardo Foods  
 Satau Inc.  
 Sauces et Trempettes inc.  
 Saum-Mom  
 Saveurs Molécule-R inc.  
 SCA La Seigneurie  
 Sca Personal Care (une division de Sca  
     North America - Canada Inc.)  
 Scotts Canada Ltd.  
 SDF ABRASIF INC.  
 Sealy Canada Itée  
 Sears Canada inc.  
 Secrétariat d'état des Chevaliers  
     de Colomb du Québec  
 Security Chimneys International Ltd.  
 Sel Warwick inc.  
 Sennheiser (Canada) Inc.  
 Sephora Canada  
 Serres Yargeau inc.  
 Serum International Inc.  
 Services d'investissement FÉRIQUE

Servier Canada inc.  
 SF Marketing Inc.  
 Shafer-Haggart Ltd.  
 Shaklee Canada Inc.  
 Sharp Electronics of Canada Ltd.  
 Shaw Satellite G.P.  
 Shefa Foods  
 Shopper+ Inc  
 Shop-Vac Canada Ltd.  
 Sifto Canada Corp.  
 Sika Canada inc.  
 Simons inc.  
 Skechers USA Canada Inc.  
 Ski Mojo 2015 Itée  
 Ski Sutton inc.  
 Skinner & Nadeau inc.  
 Sleep Country Canada LP (Dormez-Vous)  
 Smucker Foods of Canada Co.  
 Snap-on Tools of Canada  
 Sobeys Québec  
 Société Bristol-Myers Squibb Canada (la)  
 Société Coopérative agricole  
     de Ste-Marthe  
 Société Coopérative agricole  
     des Bois-Francis  
 Société de développement commercial  
     Destination centre-ville  
 Société de développement  
     de la Baie-James  
 Société de développement des  
     périodiques culturels québécois  
     (SODEP)  
 Société de franchises La Piazzetta inc.  
 Société de l'assurance automobile  
     du Québec  
 Société de transport de Lévis  
 Société de transport de l'Outaouais  
 Société de transport de Montréal  
 Société de transport de Sherbrooke  
 Société de transport du Saguenay  
 Société de Vin Internationale Itée  
 Société des alcools du Québec  
 Société des attractions touristiques  
     du Québec  
 Société des établissements  
     de plein air du Québec  
 Société des traversiers du Québec  
 Société d'habitation du Québec  
 Société du Musée d'archéologie  
     et d'histoire de Montréal  
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 Société MC Commercial Inc.  
 Société Place des Arts de Montréal  
 Société pour la promotion d'événements  
     culturels du Haut-Richelieu inc.  
 Société Sylvicole de St-Nicolas inc.  
 Sogetel inc.  
 Sogetel Mobilité inc.  
 Solofruit inc.

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 Solutions Greentag Inc.  
 Solutions Informatiques Inso  
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 Sony of Canada Ltd.  
 Sony Pictures Home Entertainment  
 Sopar Cosmetics Inc.  
 Soprema Canada Inc.  
 Souris Verte inc.  
 South Shore Industries Ltd.  
 Spa Eastman  
 SPCA (canadienne)  
 Spécialiste du bardeau de cèdre inc.  
 Spécialités Lassonde inc.  
 Spécialités MB inc.  
 Spectra Premium Industries Inc.  
 Spicers (une division de Paperlinx  
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 Sport Maska inc.  
 Sports ATF inc.  
 Springs Canada Inc.  
 SSQ, Société d'assurance-vie inc.  
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 Standard Products Inc.  
 Star Bedding Products, Co.  
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 Station du Mont Gleason inc.  
 Station Mont Tremblant - Intrawest  
 Station Touristique Val Saint-Côme  
 Stella Pharmaceutical Canada Inc.  
 Stelpro Design inc.  
 Stericycle, ULC  
 Stevens Omni Inc.  
 STIHL Ltd.  
 Storck Canada Inc.  
 Storex Industries  
 Stoves Builder International Inc.  
 Stratos Pizzeria (1992) inc.  
 St-Viateur Bagel  
 Subaru Canada Inc.  
 Sublime Desserts inc. (les)  
 Subway Franchise Systems  
     of Canada, Ltd.  
 Sugi Canada Itée  
 Summum Beauté International  
 Sun Life Assurance Company of Canada  
 Sun Products Canada Corporation  
 Sunbeam Corporation Canada Ltd.  
 Sun-Maid Growers of California  
 Sunopta inc.  
 Sunrise Medical Canada Inc.  
 Sun-Rype Products Ltd.  
 Sunstar Americas Inc.  
 Superex Canada Ltd.  
 Supertek Canada inc.  
 Suzuki Canada Inc.  
 Suzy's Inc.  
 Swarovski Canada Ltd.  
 Symak Sales Co. Inc.

Synnex Canada Ltd.	Tour East Holidays Canada Inc.	Value Village Stores
Système de classement continental inc.	Tourbières Lambert inc.	Valvoline Canada
T.S. Simms & Co. Ltd.	Tourisme Abitibi-Témiscamingue	Van de Water-Raymond Ltd./Itée
Takeda Canada Inc.	Tourisme Baie-James	Vanico Maronyx inc.
Target Canada Co	Tourisme Bas-Saint-Laurent	Variétés Pierre Prud'homme inc. (les)
Targus Canada Ltd.	Tourisme Cantons-de-l'Est	Vast-Auto Distribution Itée
Tarkett inc.	Tourisme Centre-du-Québec	Veg Pro International Inc.
Taro Pharmaceuticals Inc.	Tourisme Chaudière-Appalaches	Vélo Québec
Taymor Industries Ltd.	Tourisme Lanaudière inc.	Vélo Québec Éditions
Te Paso el Dato	Tourisme Laval	Velux Canada inc.
Tech-Mix (une division de Bauval inc.)	Tourisme Mauricie	Venmar Ventilation Inc.
Technoform Industries Itée	Tourisme Montréal	Veranda Jardin R.P. inc.
Techno-Jeux inc.	Tourisme Outaouais	Verbatim Americas LLC
Technologies YAD inc.	Tours New York Inc.	Verger Des Bois-Francs inc.
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Téléphone de St-Ephrem inc.	Toyota Canada Inc.	Verger Maia inc.
TELUS Corporation	Toys R Us Canada	Verger Yvan Duchesne inc.
Tender Corporation	Trader Corporation	Vergers Paul Jodoin inc.
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The Brick Warehouse L.P.	Tristan & America	Victorian Epicure Inc.
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The Children's Place (Canada) L.P.	Truserv Canada	Vidéotron SENC
The Clorox Company of Canada Ltd.	Turkey Hill Sugarbush Ltd.	Vie des Arts
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The Empire Life Insurance Company	TVA Films, membre du Groupe TVA	ViewSonic Corporation
The French's Food Company	TVA Publications inc.	Vigneault Chocolatier Itée
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The New Zealand and Australian Lamb Company Ltd	Unica Canada inc.	Vitalité Québec Mag inc.
The North West Company L.P.	Unico Inc.	Vitreir Lévis inc.
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The Sherwin Williams Co.	Uniprix inc.	Voiles Saintonge inc.
The Source (Bell) Electronics Inc.	Uni-Sélect inc.	Volkswagen Group Canada Inc.
The TDL Group Corp.	Unisource Canada, Inc.	Voortman Cookies Ltd.
Theo Publicity Inc.	Unitool Inc.	Voyages d'une Vie
Thermor Ltd.	Université de Montréal	VTech Telecommunications Canada Ltd.
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Thomas, Large & Singer Inc.	Université du Québec à Montréal	Wakefield Canada Inc.
Thomson Reuters Dr Tax	Université du Québec en Outaouais	Wal-Mart Canada Corp.
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Thulé Canada inc.	Usine Rotec inc.	Warner Music Canada Co.
Tilley Endurables Inc.	USP Canada Inc.	Water Pik Inc.
Timex Canada Inc.	Vacances Sunwing Inc.	WD-40 Products (Canada) Ltd.
Tony Shoes Distributions Inc.	Vacances Tours Mont-Royal inc	Weddel Ltd.
Top Franchise MS Inc.	Vaillancourt Portes et Fenêtres	Weight Watchers Canada Ltd.
Topping Inc.	Valanga	Wells Fargo Financial Corporation Canada
Toshiba of Canada Ltd.	Valener	Wells Fargo Financial Retail Services Company Canada
	Valentino Furniture Manufacturing Inc.	Wendy's Restaurants of Canada Inc.
	Valeo Pharma Inc.	Wenger Itée
	Valeurs mobilières Banque Laurentienne	

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Weston Bakeries Ltd.  
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Williams-Sonoma Canada  
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Win-Sir Textiles Inc.  
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Wolverine World Wide Canada ULC  
Woods Industries (Canada) Inc.  
World to World Trading inc.  
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XYZ. La revue de la nouvelle  
Yachting Québec inc.  
Yamaha Canada Music Ltd.  
YM Inc.  
YP NextHome  
Zanimo inc  
Zara Canada inc.  
Zoetis Canada Inc  
Zuo Modern Canada Inc.  
Zwilling J.A. Henckels Canada Ltd.



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