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ÉEQ: A FINANCIAL AND INNOVATIVE PARTNER FOR CURBSIDE RECYCLING

FOR THE PAST 10 YEARS, ÉCO ENTREPRISES QUÉBEC (ÉEQ) HAS BEEN RESPONSIBLE FOR DEVELOPING THE SCHEDULE OF CONTRIBUTIONS AND COLLECTING COMPANY CONTRIBUTIONS, WHICH ARE SUBSEQUENTLY REDISTRIBUTED TO FINANCE MUNICIPAL CURBSIDE RECYCLING SERVICES IN QUEBEC. ÉEQ ALSO ENCOURAGES INNOVATION AND THE SHARING OF BEST PRACTICES IN ORDER TO OPTIMIZE THE RECYCLABLE MATERIALS VALUE CHAIN. IN THAT REGARD, 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 TO REPRESENT THEM. THE ORGANIZATION WAS ACCREDITED BY RECYC-QUÉBEC IN 2005 IN ACCORDANCE WITH THE ENVIRONMENT QUALITY ACT.

HIGH QUALITY INITIATIVES AND A THOROUGH APPROACH TO ALL ITS ENDEAVOURS HAVE MADE ÉEQ A PARTNER OF CHOICE NOT ONLY IN QUEBEC BUT ALSO THROUGHOUT CANADA AND THE WORLD.





ÉCO ENTREPRISES QUÉBEC (ÉEQ) WAS FIRST CERTIFIED BY RECYC-QUÉBEC 10 YEARS AGO TO DEVELOP THE SCHEDULES OF CONTRIBUTIONS AND COLLECT CONTRIBUTIONS FROM COMPANIES IN ORDER TO FINANCE THE COMPENSATION OF MUNICIPAL CURBSIDE RECYCLING SERVICES. SINCE 2005, THOSE CONTRIBUTIONS HAVE TOTALLED ALMOST \$1 BILLION – A REMARKABLE FINANCIAL EFFORT ON THE PART OF COMPANIES.

ÉEQ has been spearheading the growth of the curbside recycling system since day one. Year after year, the organization develops, with the cooperation of curbside recycling partners, countless initiatives that go beyond its initial mandate in order to put the recycling industry on the path of optimization.

Today, we celebrate 10 years of structure and effort by ÉEQ and thousands of contributing companies who assume their financial responsibilities. Those 10 years were marked by disciplined work, partnerships and creativity that now drive us to focus on optimization.

QUEBEC'S CURBSIDE RECYCLING SYSTEM IS A SUCCESS AND MUST CONTINUE TO EVOLVE.

What we are also celebrating is our vision for the future. It is a vision that is set to raise Quebec's curbside recycling system to an all new level over the coming years.

A VALUE CHAIN BASED ON A BUSINESS MODEL

In the course of optimizing company contributions, we quickly realized that curbside recycling is a value chain that involves manufacturers of containers, packaging and printed matter (CP&PM), conditioners and recyclers, businesses, consumers, municipal collection services and sorting centres.

To date, ÉEQ has invested over \$19.8 million on research and development and business intelligence gathering. That work, along with sharing information with local, Canadian and international stakeholders, enabled the organization to develop a vision of how the curbside recycling system needs to evolve in order to deliver all possible advantages and become a value chain based on a true business model.

TO GO FAR BEYOND
A SIMPLE PUBLIC SERVICE,
CURBSIDE RECYCLING
MUST DEVELOP INTO
A BUSINESS MODEL
BASED ON THE THREE
PILLARS OF SUSTAINABLE
DEVELOPMENT:
ECONOMIC, SOCIAL
AND ENVIRONMENTAL
CONSIDERATIONS.

AN EVOLVING INDUSTRY

We are convinced that developing a global vision, establishing partnerships, ensuring transparency with regard to accountability, adopting criteria for quality and disseminating best practices are part and parcel of what will make Quebec's curbside recycling business model a North-American reference as well as a major source of wealth creation.

Over the past 10 years, investments and pooled experience have enabled our system to mature. Unfortunately, the system's various components are still working in isolation. Curbside recycling is an industry in and of itself, and ÉEQ firmly believes that we need to bring its main stakeholders on board in order to improve the system. To that end, in January 2015, ÉEQ organized the first Forum on Curbside Recycling Optimization entitled "Solutions That Matter" to inspire stakeholders to think "outside the box" and find concrete ways to streamline the system.

The Forum brought together 200 key actors united in a common vision. Once all stakeholders focus on attaining common optimization objectives, curbside recycling can become an innovative and efficient industry with structured processes applied throughout the province.

Developing a curbside recycling business model requires a broad vision that takes packaging items' entire life cycle into consideration, from the initial production of containers, packaging and printed matter (CP&PM) to the end of their useful life so they can return in the form of recycled products. The whole thus becomes much more powerful than the sum of its parts.

By placing the greatest quantity of valuable recyclable materials in recycling bins and optimizing intermediary steps, we can obtain maximum value, provide good jobs and generate environmental benefits at the end of the chain.

COMPANIES PLAY A KEY ROLE AT MANY LEVELS

Although significant, the financing paid by companies is not the only contribution industry makes to the value chain. Many companies endeavour to ecodesign their containers and packaging in order to reduce quantities of materials at the source and facilitate recycling. Thanks to its prize-winning and user-friendly OptimEco.ca portal, ÉEQ encourages such initiatives and puts the spotlight on conclusive results. The organization also produced an information kit last fall to explain to decision-makers how they can benefit from ecodesigned initiatives.



OPTIMECO.CA
GARNERED THE 2014
NOVAE CORPORATE
CITIZENSHIP AWARD
IN THE INNOVATION
CATEGORY.

Despite the large financial compensation companies pay to municipalities for curbside recycling services, the public is still unaware of the magnitude of industry's input. So, to better highlight that role and increase the outreach of our many initiatives, ÉEQ called on celebrity host Éric Salvail at the end of 2014 to act as the organization's spokesperson.

MUNICIPALITIES AND OTHER PARTNERS: ESSENTIAL PLAYERS

In Quebec and other jurisdictions in Canada and Europe, municipalities play a determining role in curbside recycling. ÉEQ considers them essential stakeholders and partners in the system.

A tour of municipalities in 2012 and 2013 resulted in last year's deployment of the first workshops developed as part of the Best Practices Initiative for Effective Curbside Recycling. Workshops were held in various municipalities in the province to provide a platform for sharing information and experience with counterparts. The deployment of these workshops will have positive and fruitful outcomes for all.

Municipalities also play a key role with regard to sorting centre management, which is another link in the curbside recycling value chain and a powerful lever for producing quality materials. As sorting centres are the source of raw materials used by conditioners and recyclers – which is where recycled materials regain value –, it is essential to ensure that all recycling industry resources mesh efficiently.

PARTICIPATION IN OUR EVOLVING LEGAL FRAMEWORK

Thanks to its expertise, the thoroughness of its business intelligence and strong partnerships with a variety of stakeholders, ÉEQ has been able to take a prominent place among the resources the government seeks out for decision-making input. ÉEQ will continue to contribute to the evolving regulatory environment by providing a broader and better-integrated view of recyclable materials management.

Over the coming months, we will participate in discussions on transition measures relating to orphan materials, the reevaluation of compensation plan stakeholders' roles and responsibilities, as well as the deposit system for single-use containers.

THE BEST WAY
TO PREDICT THE FUTURE
IS TO CREATE IT.

- PETER DRUCKER

A VISION FOR THE FUTURE

Now that the first 10 years are under our belt, we look forward to the next 10 with a new, more mature vision of curbside recycling. We are at a turning point where curbside recycling can indeed become the prosperous, innovative and sustainable industry it should be. For that reason, the status quo is not an option.

The foundations of the curbside recycling business model have already been set: a model where companies put more ecodesigned packaging on the market, the public has a clear understanding of what should be placed in the recycling bin, municipalities apply best practices relating to curbside recycling, sorting centres are able to invest in order to produce quality materials that are adapted to the market, and Quebec recyclers give a second life to more materials.

Once all these elements are in place, we will reach ÉEQ's vision of making Quebec's recycling industry one of the best performers in North America from an economic, environmental and social standpoint.

ACKNOWLEDGEMENTS

This year, ÉEQ has deployed a number of initiatives that marked its switch from collector to curbside recycling system optimizer. First and foremost, we would like to thank our growing family of contributing companies and partners – particularly in the municipal sector – who are joining the evolution.

Our Board members and ÉEQ's team are doing an extraordinary job. They deserve both our appreciation and gratitude. They are the devoted people who have made our mission their own and are responsible for our many achievements.

Our thanks to them all.

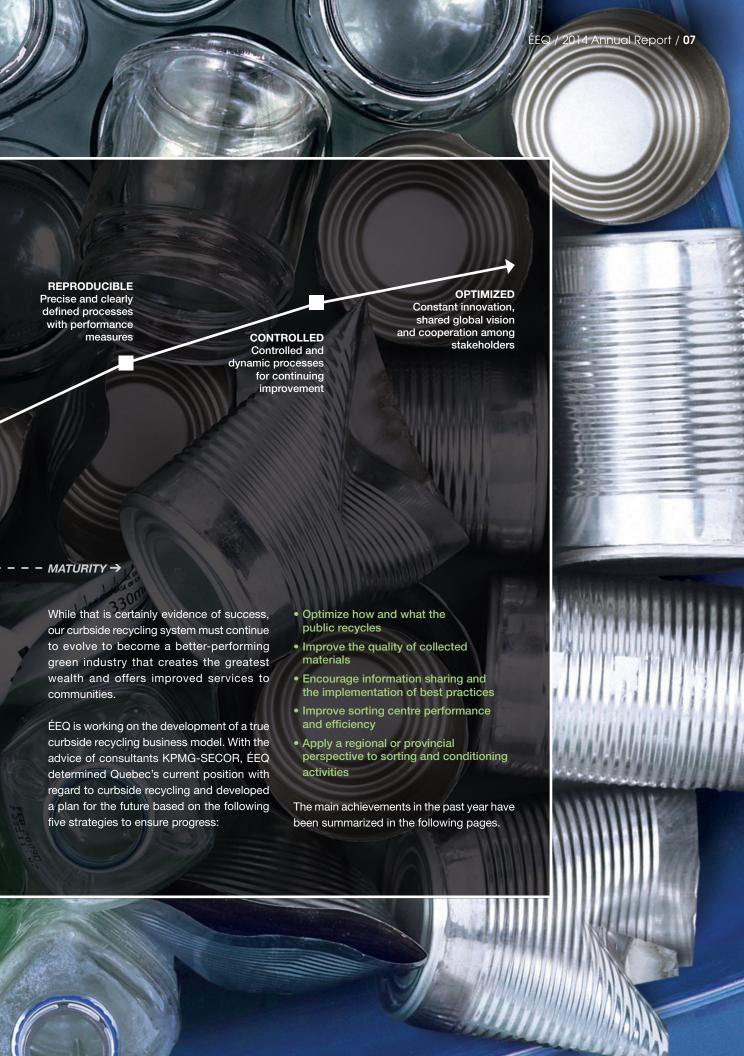
Denis Brisebois

Chairman of the Board of Directors

Maryse Vermette

President and Chief Executive Officer











INVESTING IN CURBSIDE RECYCLING SUCCESS

ÉEQ's role in curbside recycling financing consists in establishing the Schedule of Contributions so as to cover the eligible net costs reported by municipalities, collecting contributions from companies and turning over the compensation to RECYC-QUÉBEC. The money is then distributed among municipalities according to the expenses they report and the application of a performance and efficiency factor.

ÉEQ also helps finance such initiatives as OptimEco.ca, bacs+, the Away-from-Home Recovery Program and the Curbside Recycling Ambassadors Program, which all contribute to the dynamic nature of the curbside recycling chain. That chain is made up of all the steps containers, packaging and printed matter (CP&PM) go through, from initial design to the end of their useful lives, in order to draw best value from their use and close the loop.

FLOW CHART OF CONTRIBUTIONS FROM COMPANIES AND ORGANIZATIONS REPRESENTED BY ÉEQ



A FINANCIAL CONTRIBUTION THAT GREW OVER THE YEARS

In 2014, ÉEQ's 3,000 contributing companies met their obligations for the 2013 and 2014 Schedules of Contributions, paying specifically \$135 million for the 2013 Schedule and \$55 million for the first installment, equal to 40% of the total, for the 2014 Schedule. Since 2005, companies have paid close to \$1 billion in compensation in increasingly greater shares of the net costs of municipal

curbside recycling programs, growing from 50% under the 2009 Schedule of Contributions to 100% since the 2013 Schedule.

Over the years, ÉEQ has continually refined its contribution calculation and collection mechanisms so as to ensure thoroughness and fairness. To encourage the application of best practices, ÉEQ has also extended its credit for post-consumer recycled content to certain

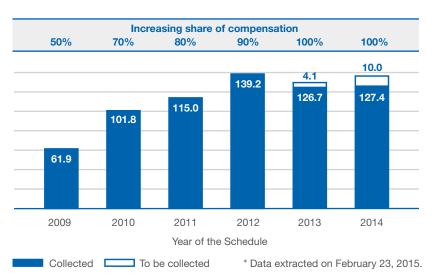
containers and packaging. The granting of such a credit was a North-American first

As fairness is one of ÉEQ's guiding principles, the organization has endeavoured to identify and bring into the fold all companies that, although they are subject to the compensation plan, previously failed to submit the required Company Reports and payments. Those efforts enabled ÉEQ to collect more than \$16 million in 2014.

AMOUNTS COLLECTED AND RETURNED TO CONTRIBUTORS FOLLOWING THE APPLICATION OF COMPLIANCE PROCEDURES AND SCHEDULE TERMS

Actions taken	Amounts collected in 2014	Amounts returned in 2014
Follow-up of free-rider companies	\$3,361,000	-
Follow-up of late-payers	\$9,226,200	_
Review, analysis and audit process	\$2,680,793	(\$612,300)
Imposed invoices and legal action	\$1,320,530	_
Total	\$16,588,523	(\$612,300)

CONTRIBUTIONS COLLECTED AND TO BE COLLECTED (IN \$ THOUSANDS)*



ESTABLISHING THE SCHEDULE AND REVISING THE FEE FORMULA

ÉEQ consults with contributing companies in the course of developing the yearly Schedule of Contributions. Meetings are held in Montréal and Toronto in order to effectively reach out to contributing companies who do business throughout the country. Last year, at least 225 representatives took part in those meetings.

Although the Schedule of Contributions was indeed adjusted every year, ÉEQ felt that the time had come to modernize the 10-year-old formula. An initiative was launched in 2014 to simplify the methodology for developing the Schedule of Contributions in order to stabilize fee rates and improve financial predictability. Discussions were held with government authorities, packaging manufacturers, industry associations, European eco-organizations and, of course, contributing companies. A steering committee was struck to bring together representatives from a dozen contributing companies in all business sectors, and a full professor from HEC Montréal's Accounting Department and environmental accounting expert was tasked with providing guidance. The committee was asked to identify and evaluate avenues for improving the fee structure, as well as to analyze various scenarios for modernization.

MAKING REPORTING EASIER

Reporting can only be efficiently carried out if the structure is adapted to the needs of contributing companies. A simple process was therefore established for smaller companies in order to minimize calculations.

2/3 OF CONTRIBUTING COMPANIES USE THE SIMPLIFIED REPORTING OPTION.

Since the 2014 Schedule of Contributions, more companies have been eligible for the simplified reporting option, and all companies have access to the tips and advice provided in the Reporting Kit available on ÉEQ's website. In 2014, ÉEQ brought its company information efforts to an all new level by offering training on reporting best practices via webinars.

INDUSTRY ASSOCIATIONS: LEADING PARTNERS

Obtaining the support of industry associations will be invaluable as ÉEQ endeavours to shift from the role of contribution collector to system optimizer. Their extensive reach throughout the province and Canada as a whole will provide a much-needed link to various business sectors. ÉEQ therefore established an Association Committee to discuss issues relating to the compensation plan and the optimization of the curbside recycling value chain. The committee will help formalize relations with these major partners with whom we share a significant proportion of members.

SHARING EXPERTISE

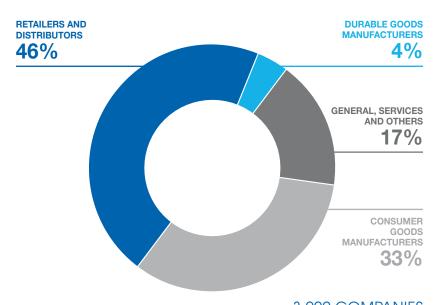
In order to pursue objectives using rigorously developed information and best practices, ÉEQ cooperates with many organizations that bring together a wide array of companies, environmental associations and other key actors in extended producer responsibility (EPR) programs and residual materials management. ÉEQ is a member of the Product Stewardship Institute in Boston and the only representative from the Americas in the Extended Producer Responsibility Alliance (EXPRA), where 21 European countries, Israel and now Quebec exchange ideas.

REPORTING OPTIMIZATION INITIATIVE

Companies that do business throughout Canada face a significant challenge when it comes to meeting the requirements of the many CP&PM EPR programs in effect in various jurisdictions. ÉEQ therefore approached counterparts in other provinces and their representative, the Canadian Stewardship Services Alliance (CSSA), to identify possible process harmonization and best practices with a view to optimizing company reporting. Topics discussed include methodologies, tools, rules and procedures in each Canadian program.



DISTRIBUTION OF CONTRIBUTIONS COLLECTED ACCORDING TO BUSINESS SECTOR



3,000 COMPANIES
CONTRIBUTED CLOSE TO
\$135 MILLION TO FINANCE
CURBSIDE RECYCLING
IN 2014.

CURBSIDE RECYCLING: SUCCESSFUL NOW AND EVEN MORE SO IN THE FUTURE

In 2013, municipalities recovered more than 700,000 tonnes of recyclable materials, or a rate of 65% in the residential sector. The government's target of 70% is therefore at hand.

That performance has environmental benefits, including 275,000 tonnes of CO₂ emissions avoided every year. What's more, Quebec's recycling sector provides thousands of jobs, and one-third of those in sorting centres support the social economy. More than simply a public service, curbside

recycling serves society as a whole, and the economic benefits generated by Quebec's recycling industry are worth billions of dollars. Curbside recycling therefore builds on the three pillars of sustainable development. In Quebec, we can do even better by developing a curbside recycling business model and resolving some pressing issues.



EMPHASIZING QUALITY

Quality at every step impacts curbside recycling success: CP&PM design and materials; the items people choose to place in recycling bins; municipal collection processes; the packaging materials received and generated by sorting centres, conditioners and recyclers. A gain or loss of quality at any step will have an effect on the entire value chain.

NON-DESIGNATED MATERIALS

All kinds of products that are not CP&PM (garden hoses or clothing, for example), and thus not designated by the compensation plan, are nevertheless placed in recycling bins. Those tonnes of residual materials, also called orphan materials, generate additional costs at each step of the chain – costs that ÉEQ contributing companies should not have to pay.



In 2014, the government sponsored a characterization study of municipal residual materials arriving at sorting centres in order to determine what percentage attributable to orphan materials should be deducted from the financial compensation due. Remember that, following ÉEQ and partner representations, a 7.5% deduction was granted as a transitional measure to be applied to the 2013 and 2014 Schedules of Contributions. The new deduction and trends in orphan materials placed in recycling bins are important issues for curbside recycling and its financing.

ADDITIONAL CONTAINERS FOR CURBSIDE RECYCLING

In the course of developing a global vision of recyclable materials management, we quickly realized that curbside recycling would benefit from adding such materials as single-use aluminium and plastic containers to the recycling bin. Doing so would stimulate the modernization of sorting centres in order to offer conditioners and recyclers better quality and more abundant raw materials that create value and more jobs. Everyone wins.



The reverse, i.e. broadening the deposit system to include containers currently designated by the compensation plan, would have a detrimental effect by decreasing sorting centres' ability to provide conditioners and recyclers with quality materials, slowing the industry's growth and perhaps jeopardizing centres' very survival. Lower revenues increase net costs, curbside recycling financing could be reviewed, while companies' ability to pay compensation has limits. A solution to the deposit issue needs to be quickly found, given that uncertainty has a delaying effect on the structuring investments necessary to generate curbside recycling benefits.

DEVELOPING A BUSINESS MODEL

ÉEQ believes in curbside recycling. Experience shows that, for many jurisdictions, this stream is the most efficient for recovering the greatest quantity of recyclable materials at the lowest cost. Quebec's model has proven its worth. It now needs to advance on the maturity curve so as to optimize benefits. ÉEQ has identified five farreaching strategies that it wishes all stakeholders to share:

- Optimize how and what the public recycles:
 - Make choosing which materials to recycle clearer for consumers and improve the quality of items placed in the recycling bin.
- Improve the quality of collected materials: Raise awareness about the importance of this performance indicator, reward best practices.
- Encourage information sharing and the implementation of best practices:

Foster transparency, optimize collection and transportation contracts.

 Improve sorting centre performance and efficiency:

Encourage innovation, improve quality by considering market outlets.

 Apply a regional or provincial perspective to sorting and conditioning activities:

Align this stream with an overall sustainable economic vision, deploy an optimal model.



PARTNERS IN CURBSIDE RECYCLING SUCCESS

ÉEQ's positioning as a curbside recycling optimizer was a key focus of the organization's activities in 2014. Identifying curbside recycling optimization strategies and planning a forum that brought together representatives of the various links in the value chain created an opportunity to share the organization's vision. The success of the "Solutions That Matter" Forum, held in January 2015, and the popularity of the Best Practices Initiative among municipalities are proof of ÉEQ's dynamic activities. The creation of the Office of the Vice-President, Optimization, in April 2014 and a change to ÉEQ's governance structure enabling the organization to welcome new Board Directors with expertise in recycling issues are two actions that confirmed ÉEQ's new role as an optimizer. ÉEQ's

high level expertise and know-how were recognized with the appointment of its President and CEO as Co-Chair of the Comité-conseil sur les matières résiduelles (advisory committee on residual materials) established by the Minister of Développement durable, de l'Environne-

ment et de la Lutte contre les changements climatiques.

Launch of the advisory committee on residual materials in the presence of David Heurtel, Minister of Développement durable, de l'Environnement et de la Lutte contre les changements climatiques, November 10, 2014



BRINGING STAKEHOLDERS TOGETHER AND SPREADING THE MESSAGE

"SOLUTIONS THAT MATTER" – A RESOUNDING SUCCESS

ÉEQ's Forum on Curbside Recycling Optimization brought together almost 200 key actors in this young industry. Taking inspiration from achievements and issues as familiar in Quebec as they are in Europe, where curbside recycling has a longer history, conference workshops wrapped up with the establishment of a shared vision and the identification of avenues for improvement to consolidate an already well-positioned system. The surge in energy and confidence generated by the Forum will facilitate the discussions ÉEQ plans to hold with various stakeholders throughout the year. Recognizing the added value of such an event, participants asked ÉEQ to organize other opportunities for those involved in the value chain to continue sharing ideas.



Discussion panel with stakeholders from the curbside recycling value chain, "Solutions that Matter" Forum on Curbside Recycling Optimization, January 28, 2015

Photo: Marie-Andrée Blais



BEST PRACTICES INITIATIVE FOR EFFECTIVE CURBSIDE RECYCLING

Municipal organizations play a central role in curbside recycling in Quebec and in many other jurisdictions where the system has been successful. Not surprisingly, municipalities don't all perform equally well. After touring municipalities throughout the province in 2012 and 2013, ÉEQ developed an initiative to encourage the sharing of curbside recycling best practices.



The first workshops of the Best Practices Initiative held in 2014 and early 2015 drew the interest of over a hundred municipal representatives from the Lanaudière, Québec City, Laurentides, Montérégie, Saguenay and Outaouais regions. A comparison of the performance and efficiency of local municipal curbside recycling programs with those of the particular



region being visited was presented to enable participants to take stock of their performance as well as get inspiration from the successes their counterparts achieved and information to improve their tools and practices. Judging from those first experiences, the workshops will continue to be a great success. A series of subsequent workshops are already planned for the same areas to dig deeper into the issues of greatest concern to each region.

To pursue cooperation with municipal stakeholders, ÉEQ again participated in the Salon Quartier municipal des affaires organized by the Union des municipalités du Québec and in the Salon Affaires municipales organized by the Fédération québécoise des municipalités du Québec. The Best Practices Initiative





Workshops of the Best Practices Initiative for Effective Curbside Recycling, held in Lanaudière, Québec City, Laurentides, Montérégie, Saguenay and Outaouais regions

and other curbside recycling projects, such as the Away-from-Home Recovery Program, were discussed during those events.

RECOVERING MATERIALS, NO MATTER WHERE YOU ARE

AWAY-FROM-HOME RECOVERY PROGRAM

In 2014, the activities of the Away-from-Home Recovery Program (the Program), launched in 2007, were transferred to ÉEQ and the original Program was dissolved. ÉEQ's Vice-President, Optimization, now supervises Program activities, which are equally financed to the tune of \$8 million by ÉEQ and the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques via the Fonds vert. The program was designed specifically for municipal organizations to finance the installation of recovery

equipment in indoor and outdoor municipal public places in order to encourage the public to continue recovering materials when they are away from home. The ultimate objective of the Program is to create the largest away-from-home recovery network in North America. An advisory committee made up of former Program directors was set up to support ÉEQ in attaining that objective. Between its creation in 2008 and December 31, 2014, the

Program paid \$4.7 million to municipal organizations for the installation of 10,100 pieces of recovery equipment.

Away-from-Home Recovery Program (from left to right): Mario Bérubé, Director General, Politiques du milieu terrestre et de l'analyse économique at the Ministère du Développement durable, de l'Environnement et de la Lutte contre les changements climatiques; Ronald Provost, Mayor of the Parish of Brébeuf; Steven Larose, Mayor of the Municipality of Montcalm; and Maryse Vermette, President and CEO of Éco Entreprises Québec.



Photo: Gilles Fréchette

CURBSIDE RECYCLING AMBASSADORS

In spring 2014, an innovative partnership with the Regroupement des maisons de jeunes du Québec (RMJQ) was established as part of Program activities. The Curbside Recycling Ambassadors Program draws on the creativity of youth to promote away-from-home materials recovery.

Designed specifically for RMJQ-member youth centres, the program seeks to optimize recyclable materials recovery in municipal public places. The centres are invited to develop and present a proposal in order to receive up to \$4,000 to finance project implementation. The youth centres may choose from two types of projects according to the needs in their territory: they may develop and implement concrete actions that encourage the public to increase the use



of recovery equipment already in place, or implement an initiative urging their municipality to install more equipment. Both types of projects promote away-from-home materials recovery while getting our youth involved in community action. Thanks to a total budget of \$700,000, several youth projects have already been completed, including a video produced by the Maison des

Curbside Recycling Ambassadors
Program, in the presence of David Heurtel,
Minister of Développement durable,
de l'Environnement et de la Lutte
contre les changements climatiques,
October 16, 2014.

jeunes de La Baie, in the Saguenay, that was highly praised when it was shown at Éco Entreprises Québec's "Solutions That Matter" Forum.

KEY PARTNERSHIPS

AGREEMENT WITH THE CARTON COUNCIL

In June 2014, the Carton Council and ÉEQ signed an agreement for the development of projects to optimize the curbside recycling value chain. A first in North America, this agreement seeks to increase the quantities of recovered multilayer containers and improve their recycling rate thanks to information sharing and dissemination, awareness and education activities and financial support.

MULTIPARTY COMMITTEE

ÉEQ participated in the implementation of a multiparty committee of representatives and partners in the compensation plan, including ÉEQ, RECYC-QUÉBEC, MDDELCC, MEIE, RecycleMédias, as well as from the UMQ, FQM, CMM, CMQ, the Cities of Montréal and Québec and the AOMGMR.

This technical committee allows stakeholders to obtain information and participate in discussions and consultations relating to studies on curbside recycling and the compensation plan, particularly characterization and activity-based cost allocation studies, thus ensuring expertise sharing and commitment to both the actions taken and their outcome.



ENHANCING CURBSIDE RECYCLING

WORKING WITH THE GOVERNMENT

Given its expertise and know-how, ÉEQ is in a good position to appreciate the effect government decisions have on curbside recycling optimization.



As the government must reconcile the interests of a myriad of social and economic actors, it is essential that ÉEQ convey the point of view of companies who finance curbside recycling and, more generally, that of all actors in the value chain. Discussions with government representatives and participation in the consultation process are the best means to do so, as illustrated by ÉEQ's recent participation in consultations held by the Commission des transports et de l'environnement on Quebec's Sustainable Development Strategy.

COMPARATIVE STUDY OF DEPOSIT AND CURBSIDE RECYCLING SYSTEM PERFORMANCE

The Centre de Recherche en économie de l'Environnement, de l'Agroalimentaire, des Transports et de l'Énergie (CREATE) was mandated by the government to conduct a comparative study of the deposit and curbside recycling systems with regard to recovering beverage containers. ÉEQ and bacs+ provided researchers with rigorous data, established with the support of KPMG-SECOR, that demonstrate the enviable performance curbside recycling delivers and its potential for much more once required investments are made and valuable materials added to recycling bins. RECYC-QUÉBEC and ÉEQ's activitybased costing model, developed with the help of RCGT, was also presented.

BACS+

Bénéfices de l'augmentation de la collecte sélective, or bacs+, is an ÉEQ initiative that unites companies, organizations, retailer associations, food service providers, convenience stores and many actors in the curbside recycling system, who are committed to promoting curbside recycling efficiency. The group's mission is to show that curbside recycling is the best performing and most efficient system to recover all containers, packaging and printed matter (CP&PM). The bacs+ group works on promoting the transfer of single-use containers now included in the deposit system to the curbside recycling system. They are very concerned by the demands of some groups who favour broadening the deposit system to items designated by the compensation plan.

GIVEN THAT THE
CURBSIDE RECYCLING
SYSTEM IS THE SIMPLEST
AND MOST EFFICIENT
MEANS TO CREATE A
PROSPEROUS GREEN
ECONOMY IN QUEBEC,
EVERYONE BENEFITS
FROM ITS SUCCESS
AND CONTINUING
IMPROVEMENT



bacs+ meeting (from left to right): Denis Brisebois, ÉEQ Board Chairman, Maryse Vermette, ÉEQ President and CEO, Gerry Sklavounos, MNA from Laurier-Dorion, and Virginie Bussières, ÉEQ Director of Communications and Public Affairs, October 28, 2014

GREATER VISIBILITY FOR BETTER RESULTS

A 2014 Responsible Consumption Barometer Survey by the UQAM ESG's Responsible Consumption Observatory (RCO) determined that 73.5% of people believe that the municipal taxes they pay finance the cost of materials recovery in Quebec. Fewer than 1 out of 10 Quebecers know that companies finance curbside recycling to the tune of 100% of the net costs of curbside recycling. To correct those misperceptions, ÉEQ is taking steps to

raise awareness about the part industry plays in financing curbside recycling and their efforts to optimize packaging. ÉEQ launched its first corporate video and called on popular host Éric Salvail to be its spokesperson to spread the word. Naturally passionate about environmental affairs and encouraging people to contribute to materials recovery, Mr. Salvail will be the voice of ÉEQ's mass advertising campaign for the next three years.



ÉEQ's corporate video www.ecoentreprises.qc.ca/about-us







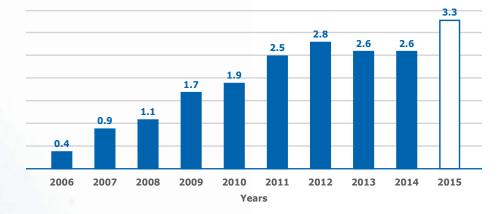


Early on, ÉEQ chose research and development, business intelligence and partnerships with innovative stakeholders as agents for curbside recycling optimization. Results show that, year after year, innovation

proves to be an indispensable structuring approach to building a prosperous and sustainable curbside recycling industry in Quebec.

R&D INVESTMENTS (IN \$M)

\$19.8 M INVESTED SINCE 2006



ECODESIGN:

STRATEGIC AND PROFITABLE

According to a study published in 2014 by long-time ÉEQ partner Institut de développement de produits, striving to be a sustainable development leader and adopting best practices can be profitable. Profit margins on ecodesigned packaging are reported to be an average 12% higher than on conventional products. Many

economic benefits can be reaped, as ecodesign results in less product loss and lower costs for raw materials, energy and end-of-life management.

Almost all study participants concluded that their ecodesign initiative produced positive or neutral financial benefits. The company's financial risk is therefore low and largely compensated with reputational advantages.

As ecodesign meets consumer expectations, it reinforces the company's positioning and differentiates its products. Ecodesign is also proof of the company's commitment to innovation and continuing improvement, stimulates team spirit internally, improves relations with suppliers as well as enhances its capacity to respond to environmental concerns and meet future regulatory requirements.

Ecodesign – A strategic lever and a winning choice for everyone!

SURVEY BY THE UQAM ESG'S RESPONSIBLE CONSUMPTION OBSERVATORY (RCO)

According to an RCO survey conducted in September 2014, Quebecers are increasingly aware of product packaging characteristics. Close to three-quarters of Quebecers would choose a product with eco-responsible packaging if equally priced. In addition, ecodesign can help create customer loyalty, as more than 60% of respondents said that they would continue to purchase products with ecodesigned packaging, even if they found similar traditionally-packaged products.

IF PRODUCTS ARE
EQUALLY PRICED, 73%
OF RESPONDENTS WOULD
CHOOSE A PRODUCT
WITH ECO RESPONSIBLE
PACKAGING

OPTIMECO.CA – A WIN-WIN OPTION

In 2013, ÉEQ launched Canada's first packaging optimization portal, OptimEco.ca, which garnered the 2014 NOVAE Corporate Citizenship Award in the Innovation category. The visual presentation of ÉEQ's website was also completely revamped in 2014 in order to provide enhanced content, make it more user-friendly, facilitate searches and highlight ecodesign and curbside recycling optimization initiatives.

The new OptimEco kit, put online in 2014, encourages company managers to take action and offers diagnostic tools, an outline of the benefits that ecodesigned

packaging can generate and the steps to begin the process. To go a step further, even more specific information can be obtained from the training provided in cooperation with the Institut de développement de produits and Quantis, a well-known consultant in life cycle analysis. The training includes a tour of a sorting centre, where participants get a first-hand look at the impact packaging has on sorting operations. Participating companies enthusiastically welcomed the opportunity to go on this adventure.

OPTIMECO.CA
WINNER OF THE 2014
NOVAE CORPORATE
CITIZENSHIP COMPETITION
IN THE INNOVATION
CATEGORY



2014 Novae Corporate Citizenship Award ÉEQ INCREASED ITS MEDIA
PRESENCE TO PROMOTE
HOW ECODESIGNED
PACKAGING CAN BE
INTEGRATED IN BUSINESS
PROCESSES AND GENERATE
SIGNIFICANT ECONOMIC,
COMPETITIVE, REPUTATIONAL
AND ENVIRONMENTAL
BENEFITS.



OPTIMACTION

Offering insight on ÉEQ members' ecodesign successes, the OptimAction section of the OptimEco.ca site provides data-supported descriptions of forward-thinking initiatives that illustrate the advantages of optimizing containers, packaging and printed matter (CP&PM).

INSPIRING INITIATIVES

ÉEQ administers the Phénix de l'environnement competition, whose emblematic phoenix represents the highest environmental recognition awarded in Quebec. With the latest edition of the event having taken place in the fall of 2014, ÉEQ is currently working on renewing the competition for several more years.





In 2014, ÉEQ supported PACKPLAY, an international packaging design project initiated and produced by Sylvain Allard, professor responsible for UQAM's industrial design program. The challenge presented to the 176 applicants from 9 Canadian and international universities was to design packaging items that are based on user experience, have an intelligent concept and are both attractive and environmentally responsible. It is in

PACKPLAY project (from left to right): Börkur Bergmann, Director, Centre de design, Maryse Vermette, ÉEQ President and CEO, and Sylvain Allard, Professor responsible for UQAM's industrial design program as well as project initiator and producer

companies' interest to hire designers who know how to ecodesign packaging, and ÉEQ wishes to encourage these future collaborators.

MODEL OF GOVERNANCE

GUIDING PRINCIPLES

To fulfill its mission and meet obligations, ÉEQ relies on six guiding principles to determine its actions and activities:

- > Obtain stakeholders' commitment to ÉEQ's objectives with regard to efficient and effective curbside recycling.
- > Base decisions on facts and objective studies and obtain, as required, independent expertise to support decisions.
- Establish a fee structure that encourages materials recovery and takes into account the net costs of processing containers, packaging and printed matter, recovery rates and environmental criteria.
- > Encourage the adoption of best practices that will optimize the net costs of curbside recycling.
- > Endeavour to be recognized as a credible partner that focuses on achieving results and maintain an excellent reputation.
- > Limit costs related to studies, R&D and administration expenses to 10% of each Schedule of Contributions, with the latter never exceeding 5% of each Schedule.

ÉEQ CARRIES OUT ITS MISSION IN RESPECT OF THE FOLLOWING VALUES:

- > FAIRNESS
- > INTEGRITY
- > THOROUGHNESS
- > TRANSPARENCY

MANAGEMENT TFAM*

Maryse Vermette
President and CEO



Marie Julie Bégin Vice-President Compensation Plan



Jean-Luc PlanteVice-President
Optimization



Virginie Bussières Director Communications and Public Affairs



Hugo Lapointe
Director
Administrative Services
and Finance



* As at April 6, 2015.

BOARD OF DIRECTORS

RETAILERS AND DISTRIBUTORS SECTOR

Contributions of over \$100,000

Denis Brisebois¹⁻²⁻⁴ Chair of the Board and Chair of the Human Resources Committee



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

Alain Charron⁴
Member



- > Appointed to the Board on April 24, 2014
- Designated representative of Groupe Aldo

RETAILERS AND DISTRIBUTORS SECTOR

Contributions of \$100,000 or less

Florent Gravel⁴
Secretary-Treasurer



- > Appointed to the Board on May 16, 2005
- > Designated representative of Fromagerie Pimar/Hamel Inc.

Martin Labrecque³
Member



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

FOOD AND CONSUMER PRODUCT MANUFACTURERS SECTOR

Contributions of over \$100,000

Sylvie Cloutier¹⁻² Member



- > Appointed to the Board on January 21, 2011
- Designated representative of the Conseil de la transformation agroalimentaire et des produits de consommation

Sylvain Mayrand³ Member



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

FOOD AND CONSUMER PRODUCT MANUFACTURERS SECTOR

Contributions of \$100,000 or less

Suzanne Blanchet³ 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 Tissue Group

Vacancy

GENERAL SECTOR, SERVICES AND DURABLE GOODS MANUFACTURERS

Contributions of over \$100,000

Bernard Le Blanc¹⁻² Member and Chair of the Governance and Nominating Committees



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

Jean-François Thériault³ Member



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

GENERAL SECTOR, SERVICES AND DURABLE GOODS MANUFACTURERS

Contributions of \$100,000 or less

Jean Lefebvre³ Member



- > Appointed to the Board on April 7, 2006
- > Designated representative of the Conseil des chaînes de restaurants du Québec

Johanne Leclerc¹⁻²



- > Appointed to the Board on April 24, 2014
- > Designated representative of Ivanhoé Cambridge Inc.

ÉEQ MEMBER COMPANIES OR ORGANIZATIONS

Éric Brunelle⁴ Member



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

Pierre Labelle¹⁻²
Member



- > Appointed to the Board on April 25, 2013
- > Designated representative of the Retail Council of Canada

- ¹ Member of the Nominating Committee
- ² Member of the Governance Committee
- Member of the Audit and Finance Committee
- ⁴ Member of the Human Resources Committee

ANNUAL DISCLOSURE ON CORPORATE GOVERNANCE

COMPOSITION OF THE BOARD OF DIRECTORS

In accordance with ÉEQ's general by-laws in effect when the Annual General Assembly took place on April 24, 2014, the Board of Directors is constituted of 14 representatives from targeted companies and organizations, or their associations, distributed as follows:

- > Two representatives for small and two representatives for large food and consumer products manufacturers
- > Two representatives for small and two representatives for large retailers and distributors
- > Two representatives for small and two representatives for large companies in the general sector, including the Société des alcools du Québec as well as members of sectors other than those previously mentioned, notably service providers and durable goods manufacturers
- > Two representatives selected from members and members' delegates, regardless of the sector or category

During the Annual General Assembly on April 24, 2014, the members ratified new by-laws that came into effect immediately after the Assembly was adjourned. The new general by-laws resulted in a recast of the composition of the Board of Directors, which will be applied in its entirety at the next election in April 2015.

As at December 31, 2014, 13 Directors sat on the Board following a vacancy resulting from the summer 2014 resignation of Pierre M. Nadeau. During fiscal year 2014, the Board of Directors met 7 times and Board sub-committees, 9 times.

Members of the Board are appointed for two-year terms and their mandate is renewable. Eight members were elected by acclamation at the April 24, 2014, Annual General Assembly, including two new members: Alain Charron and Johanne Leclerc.

REMUNERATION

Although the general by-laws allow it, the Board has chosen not to pay compensation to its members.

TABLE OF BOARD ATTENDANCE

Participants	Board Meetings
Blanchet, Suzanne	6/7
Brisebois, Denis	7/7
Brunelle, Éric	6/7
Charron, Alain ¹	4/4
Cloutier, Sylvie	6/7
Gravel, Florent	7/7
Labelle, Pierre	5/7
Labrecque, Martin	7/7
Le Blanc, Bernard	5/7
Leclerc, Johanne ¹	2/4
Lefebvre, Jean	6/7
Mayrand, Sylvain	7/7
Nadeau, Pierre M. ²	5/5
Thériault, Jean-François	7/7

- Alain Charron and Johanne Leclerc were appointed to the Board of Directors on April 24, 2014.
- ² Pierre M. Nadeau resigned from the Board of Directors on June 25, 2014.

BOARD COMMITTEE WORK AS AT DECEMBER 31, 2014

NOMINATING COMMITTEE

According to ÉEQ's general by-laws in effect at the April 24, 2014, Annual General Assembly, the Nominating Committee was made up of the Chairman of the Board and persons representing associations and member companies. 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, 2014, held one meeting to draw up a list of candidates for the 2014 election.

COMPOSITION OF THE COMMITTEE BEFORE THE APRIL 24, 2014, AGA

Denis Brisebois, Board Chair

Bernard Le Blanc, representative designated by ÉEQ's Board from members of the printed matter class

Sylvie Cloutier, representative of the Conseil de la transformation agroalimentaire et des produits de consommation

Pierre M. Nadeau, designated representative of the Conseil des industriels laitiers du Québec

Jean-François Thériault, representative of the Société des alcools du Québec

Léopold Turgeon, representative of the Conseil québécois du commerce de détail

Note that the composition of the Nominating Committee was changed in compliance with the new by-laws applied after the April 24, 2014, Assembly. As of that date, the Governance Committee fulfills the responsibilities of the Nominating Committee.

GOVERNANCE COMMITTEE

The Committee met twice during the year and focused mainly on identifying levers to optimize the curbside recycling value chain, recasting general by-laws and developing a guide for Board nominee selection.

COMPOSITION

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

HUMAN RESOURCES COMMITTEE

The Committee met once during the year to revise the policy on employee working conditions, study the organization's structure for a planned update and conduct the CEO's performance review. It also studied and formulated recommendations on budget forecasts for the 2015 payroll.

COMPOSITION

Denis Brisebois, Chair Éric Brunelle Alain Charron Florent Gravel

AUDIT AND FINANCE COMMITTEE

During its five working sessions, the Committee reviewed financial statements ending December 31, 2014, and the audit mandate for fiscal year 2014. It reviewed and formulated a recommendation to the Board regarding the financial commitment policy, the organization's insurance portfolio and its funds management policy. The Committee also recommended the award of a consultant's contract to review strategic and organizational risks to the organization. The Committee also reviewed and formulated a recommendation on budget forecasts for 2015.

COMPOSITION

Suzanne Blanchet, Chair Martin Labrecque Jean Lefebvre Sylvain Mayrand Jean-François Thériault

PAN-CANADIAN HARMONIZATION COMMITTEE

As part of its strategic plan, the Board set up a committee to study and formulate recommendations on a proposed partnership with the Canadian Stewardship Services Alliance (CSSA) regarding pan-Canadian harmonization. The Committee met twice in 2014.

After reviewing the legal context and contributing companies' concerns, the Committee submitted its recommendations to

the Board in the fall of 2014, and a letter of intent was adopted by the Board and sent to the CSSA.

COMPOSITION

Suzanne Blanchet, Chair Pierre Labelle Bernard Le Blanc Maryse Vermette (CEO)

COMMUNICATIONS WITH VARIOUS PARTIES

With regard to targeted companies, the Board authorized the organization of company consultations on February 18 and 20, 2014, concerning the 2014 Schedule of Contributions. The Board also approved the pursuit of ÉEQ's awareness-raising campaign directed to companies.

As part of the recast of its governance, 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.

As part of its 2013-2016 Strategic Plan, the Board of Directors authorized:

- > The implementation of the **Best Practices Initiative for Effective Curbside Recycling** deployed across Quebec
- The development and launch of the OptimEco Kit, designed for managers and decision-makers interested in implementing a container and printed matter ecodesign initiative, and the planning of ecodesign training activities for contributing companies
- > The planning of the **Curbside Recycling Optimization Forum**, held in January 2015, focusing on optimization strategies for Quebec's curbside recycling system
- > Public affairs activities of the bacs+ group
- > The planning of the organization's mass public awareness campaign with the help of a spokesperson. The campaign will be deployed over the next three years, i.e. 2015 to 2017

- > ÉEQ's participation in several **conferences and seminars** organized by various stakeholders in Quebec's curbside recycling system
- > The implementation of a **government relations plan** to introduce ÉEQ to elected officials following the outcome of the 2014 government elections

ÉEQ representations to various government authorities on behalf of the companies and organizations it represents are made in respect of the Lobbying Transparency and Ethics Act.



Interview with Maryse Vermette, ÉEQ President and CEO, on the ecodesign toolkit, November 6, 2014, on PME en action, Canal Argent

ÉEQ MAINTAINS A PRESENCE ON BUSINESS MEDIA TO REACH OUT TO CONTRIBUTING COMPANIES.



Feature article, Journal Les Affaires Winter 2015

EXCERPT OF FINANCIAL STATEMENTS

On March 13, 2015, the Board of Directors adopted Éco Entreprises Québec's financial statements for fiscal year ending December 31, 2014, which were audited by BDO Canada, s.r.l./S.E.N.C.R.L./LLP.

INCOME STATEMENT	2014 (IN \$ THOUSANDS)	2013 (IN \$ THOUSANDS)
REVENUES		
Company Contributions		
> 2014 Schedule of Contributions (60% to be collected in 2015)	\$130,797	-
> 2013 Schedule of Contributions	(1,403)	\$130,838
> 2012 Schedule of Contributions	1,822	3,431
> 2011 Schedule of Contributions	1,403	2,256
> 2010 Schedule of Contributions	1,112	1,846
> Previous Schedules of Contributions	206	626
TOTAL REVENUES	\$133,937	\$138,997
EXPENDITURES		
Compensation due to municipalities (60% to be paid in 2015)	\$132,244	\$125,292
Operating expenses	4,811	4,383
Allowance paid to RECYC-QUÉBEC (to be paid in 2015)	2,491	2,158
Schedule development and curbside recycling optimization	2,430	1,907
Amortization of intangible assets and capital assets	283	301
Uncollectible contributions (collected)	(3,914)	2,562
TOTAL EXPENDITURES	\$138,345	\$136,603
OTHER REVENUES	\$3,088	\$3,090
(Deficiency) Excess of revenues over expenditures for the year	\$(1,320)	\$5,484

COMPANY CONTRIBUTIONS

Revenues include reported or estimated contributions from companies and organizations under the 2013 and 2014 Schedules of Contributions as well as contributions from late-paying companies and organizations under the 2005 to 2012 Schedules of Contributions.

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 costs 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 2014 Schedule of Contributions, 2013 net costs reported by municipalities will be paid to RECYC-QUÉBEC. A first installment on the compensation to municipalities was paid to RECYC-QUÉBEC during fiscal year 2014. In 2015, the second installment will be paid to RECYC-QUÉBEC once contributions for the 2014 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.

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.

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.

UNCOLLECTIBLE CONTRIBUTIONS

Uncollectible contributions related to the 2014 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 revenues from interest and administrative fees charged to late-reporting companies, as well as revenues from interest on investments.

EXCESS OF REVENUES OVER EXPENDITURES FOR THE FISCAL YEAR

The income statement for the year ending December 31, 2014, shows a negative balance of \$1,320k, which is due to the use of the organization's funds in compliance with its Fund Management Policy. The funds were used as follows:

	2014 (THOUSANDS OF DOLLARS)	2013 (THOUSANDS OF DOLLARS)	
Risk Fund ¹ Temporary Funds - "Containers and Packaging" and "Printed Matter" ²	\$ (6,015) (3,590)	\$ (4,811) 7,785	
Permanent Funds - "Containers and Packaging" and "Printed Matter"3	150	510	
Unrestricted Funds	8,135	2,000	
TOTAL	\$(1,320)	\$5,484	

- 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.
- Temporary Funds "Printed Matter" and "Containers and Packaging": These funds, which are tied to the adjustment clause in the Schedule of Contributions, account for surplus amounts received or for 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, in respect of the related by-law, to contributors or transferred to the Permanent Funds according to class of materials in accordance with Schedule rules.
- 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.

MEMBERS

FOLLOWING IS A LIST OF CONFIRMED ÉCO ENTREPRISES QUÉBEC MEMBERS AS OF ÉEQ'S BOARD MEETING ON MARCH 13, 2015. TO BECOME A MEMBER, COMPANIES AND ORGANIZATIONS MUST HAVE MADE ALL REQUIRED PAYMENTS UNDER THE 2014 SCHEDULE OF CONTRIBUTIONS.

105766 Canada Inc., Mega Watt Hydro 109652 Canada Ltd., Ltée / Ruby International CIE Aliments Ultima Inc. 149667 Canada Inc., pour le compte de Centre Hi-Fi

2318-4211 Québec Inc. 2330-2029 Québec 2645-7333 Québec Inc. 2748-8683 Québec Inc.

2970-7528 QUÉBEC INC.

3095-7450 Québec Inc., Distribution Directa

3106471 Canada Inc. 3163946 Canada Inc. 3309916 Canada Inc.

3523462 Canada Inc. / Les Délices

de la Forêt Valli Inc.

3777472 Canada Inc., SamaN Wood Stain

3834310 Canada Inc. 3M Canada

4217748 Canada Inc. 9015-4931 Québec Inc. 9023-1952 Québec Inc. 9030-5418 Québec Inc. 9034-3591 Québec Inc. 9090-4962 Québec Inc. 9252-9064 Quebec Inc. 9286-5591 Québec Inc.

A&W Food Services of Canada Inc. A. Belisle et Fils S.E.N.C.

A. G. International Inc. A. Lassonde Inc. A. Setlakwe Ltée A.E. McKenzie Co. ULC

A1 Imports Inc.

Abbott Laboratories Limited Accent Fairchild Factory Group

Acces Floral Inc.

Accessoires pour vélos O.G.C. Ltée

Acema Importations Inc. ACH Food Companies Inc. Actavis Pharma Company Adfast Distribution & Détail Inc.

AEF Global Inc.

Agence de la Capitale-Nationale

Agence de la santé et des service sociaux

de Montréal

Agence de la santé et des services sociaux

de l'Outaouais

Agence métropolitaine de transport

Agropur coopérative Air Canada Vacations Alcon Canada Inc.

Aliments Délices d'Autrefois Aliments Fondue paysanne Inc. (Les)

Aliments Krispy Kernels Inc. Aliments Nutrisoya Inc.

Aliments Ouimet-Cordon Bleu Inc.

Aliments Putters Inc. Aliments Trans Gras Inc. Aliments Trigone Inc.

ALIMENTS TRIUMPH Inc.

Allergan Inc.

Alliance des moniteurs de ski du Canada

Altex Decoration Ltd. Amaro Inc.

Amerella of Canada Ltd.

Ameublements Tanguay, Centre de distribution

Amex Bank of Canada AMG Medical Inc. Amnesia Inc.

Amscan Distributors (Canada) Ltd.

Amway Canada Corporation

Amylitho Inc. Animalerie Dyno Inc. Antirouille Métropolitain Apex Branded Solutions Inc.

Apotex Inc. Apple Canada

APRES L'IMAGE Éditions Arctic Glacier Inc.

Ares Equipment & Distribution Arrow Games Inc. Ashton Casse-Croûte Inc. ASM Canada Inc. AstraZeneca Canada Inc.

Auclair et Martineau Inc.

Autruche

Aventure Chasse et Pêche

Aviva

Avon Canada Inc. Avril Supermarché Santé Bag to Earth Inc. / Sac au Sol Inc.

Bank of Montreal Banque Nationale du Canada Barreau du Québec

Bastos of Canada Ltd. Bausch & Lomb Baxters Canada Inc. Bayard Presse Canada Inc.

Bayer Inc. Bazz Inc.

Beaudry & Cadrin Inc. BeaverTails Canada Inc.

Becton Dickinson Canada Inc. Beiersdorf Canada Inc. Bélanger VT Laminés Bel-Gaufre Inc. Bell Canada

Bell Canada - Marketing et communications

Bell Distribution Inc. Bellisio Food Canada Belvedere International Inc. Benjamin Moore & Co. Bentley Leathers Inc. Best Buy Canada Ltd.

Bic Inc.

Bijouterie Lavigueur Ltée

Bio Biscuit Inc.

Bio-Actif Inc. et compagnies affiliées

Birks & Mayors Inc. Bismar (1991) Inc. Bissell Canada Corporation Black and Decker Canada Inc. Blinds To Go Inc. / Le Marché du Store

BMW Group Canada

Boehringer Ingelheim (Canada) Ltd. Bombardier Produits Récréatifs Boshart Industries Inc. Bostik Canada Ltd. Boston Pizza International Inc. Boucherie Sainte-Brigide Inc.

Boulangerie Auger (1991) Inc. Boulangerie Coop du Royaume Boulangerie La Mère Michèle Inc. Boulangerie Lanthier Ltée Boulangerie Normétal Inc.

Boulart Inc. Boutique Colori Inc. Boutique La Vie en Rose Inc. Breuvages Radnor Ltée Breville Canada S.E.C Bridgr Inc. Bro-Quali Inc.

Brother International Corporation (Canada) Ltd.

Browns Shoes Inc. BSH Home Appliances Ltd. Bulk Barn Foods Limited

Burger King Restaurants of Canada Inc.

Burgham Sales Ltd. Burnbrae Farms Limited Burton Snowboards C B Powell Ltd Ça Va De Soi Inc. CAA-Québec Câble Axion Digitel Inc.

Câblevision du Nord de Québec Inc.

Cadillac Fairview Café Napoléon Inc.

Caisse de dépôt et placement du Québec

Canac-Marquis Grenier Ltée Canada Dry Mott's Inc. Canadelle Limited Partnership Canadian Retail Holdings Corp. Canadian Tire Corporation Limited

Canadian UNICEF Committee (UNICEF Québec)

Canards du Lac Brome Ltée

Canarm Ltd. Canaropa (1954) Inc. Canon Canada Inc. Cara Operations Ltd.

Cardinal Brands Canada Limited

Carlton Cards Ltd.

Casa Cubana/Spike Marks Inc.

Cascades Groupe Tissu, une division de Cascades Commission scolaire des Découvreurs

Canada Inc. Casio Canada Ltd. Cavendish Farms CDMV Inc.

Centre d'animaux Nature

Centre de Distribution Éléctrique Ltée

Centura Brands Inc. Centura Québec Ltée Céramique Décor MSF Inc. Certain Teed Gypsum Canada Inc.

CGC Inc.

Chalifour Canada

Chambre des notaires du Québec

Chanel Inc.

Chapman's Ice Cream Charcuterie La Bicoise Château Lingerie MFG Inc. Chaussures Brown du Canada Ltée

Chaussures M&M Inc. Chidaca International Inc.

Chocolat Arvisais Inc. Chocolat Belge Heyez Père & fils Inc. Chocolaterie la Cabosse d'Or Inc. Choice Hotels Canada Inc. Chrysler Canada Inc.

Church & Dwight Canada Corp.

Cidrerie Michel Jodoin Citifinancière Canada Inc.

CKF Inc.

Club de Football les Alouettes de Montréal

Coats & Clark Codet Inc.

Cogeco Cable Québec S.E.N.C. Colgate Palmolive Canada Inc. Collège des médecins du Québec Collège Durocher Saint-Lambert Collège International Marie de France

Collège LaSalle Collège Notre-Dame Collège Stanislas Inc. Collège St-Jean-Vianney Columbia Frame Inc.

Commission administrative des régimes

de retraite et d'assurances

Commission de la construction du Québec Commission des normes du travail Commission scolaire de Charlevoix Commission scolaire de Kamouraska -

Rivière-du-Loup

Commission scolaire de la Beauce-Etchemin 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'Or-et-des-Bois Commission scolaire de Montréal Commission scolaire de Portneuf Commission scolaire de St-Hyacinthe Commission scolaire des Bois-Francs Commission scolaire des Chênes

Commission scolaire des Hautes-Rivières Commission scolaire des Hauts-Cantons Commission scolaire des Laurentides Commission scolaire des Monts-et-Marées Commission scolaire des Navigateurs Commission scolaire des Patriotes

Commission scolaire des Portages-de-l'Outaouais Commission scolaire des Premières-Seigneuries

Commission scolaire des Trois-Lacs Commission scolaire du Fleuve-et-des-Lacs Commission scolaire du Lac-St-Jean Commission Scolaire du Val-des-Cerfs

Commission scolaire Marie-Victorin Commission scolaire Sir-Wilfrid-Laurier

Compagnie d'assurance Standard Life du Canada Dow Chemical Company Canada Inc. Compagnie Rafraîchissements Coca-Cola Canada Dr J.O. Lambert Itée

Compagnie Safdie Inc. (La) ConAgra Foods Canada Inc. Conair Consumer Products Inc.

Concept SGA Inc. Concordia University Condor Chimiques Inc.

Confédération des syndicats nationaux Conseil des Arts et des Lettres du Québec

Convatec Canada Ltd. Convectair-NMT Inc.

Conway Jacques Courtiers d'Assurances Inc.

Co-op Atlantic

Coopérative Agricole Régionale Parisville

Coopérative d'Alentour Coopérative Horticole Groupex Coranco Corporation Limited Corbeil Électroménagers Corporation AbbVie

Corporation Alimentaire Whyte's Inc. Corporation ASICS Canada Corporation Bella Vita International Corporation d'Aliments Catelli Corporation de développement culturel

de Trois-Rivières

Corporation Financière Mackenzie Corporation Zedbed International Costco Wholesale Canada Ltd.

Côté-Réco Inc. Couche-Tard Inc. Counseltron Ltd. Courchesne Larose Ltée Crate and Barrel Canada Inc. Crestar Ltd. Crevier Lubrifiants Croisières AML Inc.

Cuisines Gaspésiennes de Matane Ltée (Les)

Curateur public du Québec Dairy Queen Canada Inc.

Daki Ltée

Dale Parizeau Morris Mackenzie Inc.

Danby Products Ltd. Danesco Inc Danier Leather Inc. Danone Inc. Dare Foods Limited DAVIDSTEA Inc De Portes en Portes Inc.

Design Creative International C.D.I. Inc.

Distinctive Appliances Inc.

Distributel

Distributions Agri-Sol Inc. Distributions D.J-F. Inc. Distributions J. Des Serres Inc. Distributions Olive & Olives Inc.

DK Company

DLM Foods Canada Corporation Dolce & Bianca Inc.

Dole Foods of Canada Ltd. Dollarama LP

Domaine du Ski Mont-Bruno Inc.

Domtar Inc.

Dorfin Distribution Inc. Doris Inc.

Dover Finishing Products Inc.

Dr. Oetker Canada Ltd. Duchesne et Fils I tée Dundas Jafine Inc.

Dural, a division of Multibond Inc.

Dyson Canada Limited E.D. Smith Foods Ltd. Eaton Yale Company Eau Everest Inc.

Eau Zone Huiles & Fragrances Ltée

Ecco Shoes Canada Inc.

École de musique Vincent-d'Indy École nationale de police du Québec École secondaire Mont-Saint-Sacrement

Éditions Gladius International Inc.

Elco Fine Foods Electrolux Canada Corp. Électro-Tel Inc. Eli Lilly Canada Inc.

Elizabeth Arden (Canada) Ltd.

Elmer's Products Canada, Corp. Elran Furniture Ltd.

EMD Canada Inc. Energizer Canada Enesco Canada Corporation

Envirogard Products Limited Epson Canada Ltd. EveryWare Global Inc. Exceldor Coopérative Avicole Export Packers Company Limited Fabricville Company Inc.

Fafard et Frères Ltée

Familiprix

Federal-Mogul Canada Ltd. Fédération des caisses Desjardins Fédération des médecins omnipraticiens du Québec

Fédération des pourvoiries du Québec Fédération des travailleurs et travailleuses

du Québec (FTQ)

Fédération québécoise de camping

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WHO CONTRIBUTED TO THE
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RECYCLING SERVICES
SINCE 2005.





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