

2019

# Corporate social responsibility

COMMITMENT TO EMPLOYEES

COMMITMENT TO THE ENVIRONMENT

COMMITMENT TO THE COMMUNITY

GOVERNANCE

In keeping with its commitment to corporate social responsibility (CSR), Quebecor has behaved as a responsible and engaged leading corporate citizen for more than 60 years. Every day, that commitment is translated into Quebecor's business processes through a multitude of concrete actions aimed at protecting the environment, providing employees with a motivational work experience, and supporting the community through generous corporate giving.



# Commitment to employees

The 10,000 employees of Quebecor and its subsidiaries are the Corporation's most valued asset. Every day they display outstanding creativity, innovation, agility and teamwork, pooling their ideas and their strengths, going the extra mile to satisfy their customers and giving the best of themselves to achieve great results. Quebecor is committed to providing its employees with a stimulating, balanced, healthy work experience that lets them realize their full potential within the Corporation.

## ATTRACTING, DEVELOPING AND ENGAGING TALENT

Quebecor offers employees at all of its subsidiaries and at every level of the organization many development opportunities.

### CAMPUS QUÉBECOR: CULTIVATING TALENT

- **Belonging:** Designed for new employees at all levels of the organization, this one-day onboarding and training module gives participants a better understanding of Quebecor's history, vision and values. It also includes a networking component to encourage collaboration among employees from Quebecor's various subsidiaries. Since Belonging was launched in 2009, 3,000 new employees have taken the training module.

- **Simply managing:** This five-day training course lets managers develop their management skills as well as a common language about such topics as delegation, emotional intelligence, motivation, mobilization, political skills, influence, communication and feedback. In 2019, 184 managers took the Simply Managing training course.

- **Dare to Lead™:** Launched as a pilot project in 2019, this new addition to the Campus Québecor leadership program is designed for Level 2 managers. Based on the work of Dr. Brené Brown, a research professor in social work at the University of Houston in Texas, the Dare To Lead training course addresses the topics of courage and vulnerability.

## QUEBECOR SUPPORTS ITS EMPLOYEES' PROFESSIONAL DEVELOPMENT.

### SELF-SERVE TRAINING OPPORTUNITIES FOR VIDEOTRON EMPLOYEES

In 2019, Videotron launched *Se former entre nous*, a program that encourages peer coaching by giving groups of employees access to materials on a wide variety of subjects developed by Videotron Human Resources. Accessible in self-serve mode, this program encourages employees to learn independently and to develop new working relationships with their colleagues. In 2019, 400 Videotron employees took advantage of this new opportunity to broaden their knowledge.

### NEW MOTIVATIONAL INITIATIVE AT TVA GROUP

In 2019, TVA Group introduced a new monthly motivational event: breakfast with the president. The monthly meetings give groups of employees the chance to have breakfast with France Lauzière, President and CEO of TVA Group and Chief Content Officer of Quebecor Content, in a relaxed setting where they can talk freely, share new ideas and identify opportunities for improvement. These breakfasts with the president have led to various initiatives, such as the creation of a communication, information and discussion platform for TVA Group employees.

### RECRUITMENT CAMPAIGNS

To raise its profile with a broader pool of prospective employees, Videotron launched a digital recruitment campaign in 2019 in partnership with *Le Journal de Montréal*, *Le Journal de Québec*, *24 heures* and several Quebecor social media platforms. Quebecor Sports and Entertainment Group continued its recruitment drive by participating in job fairs and visiting schools in order to let young people know about the exciting career opportunities in the concerts and events industry.

### WORK-LIFE BALANCE INITIATIVES

Several Quebecor subsidiaries undertook initiatives in 2019 to promote and facilitate a better balance between employees' work and personal lives, including telework, flextime and summer schedules.



## Videotron: an employer of choice

- Québec's top-rated workplace on Indeed in 2019
- One of Montréal's Top Employers, according to MediaCorp
- Included in Glassdoor's prestigious Best Places to Work in Canada list





## OCCUPATIONAL HEALTH, SAFETY AND WELLNESS

In 2019, Quebecor continued to pursue various initiatives to foster health, safety and wellness at work. Here are just a few of them.

- Set up seasonal-flu vaccination clinics for employees of all Quebecor subsidiaries, at 22 different sites.
- Updated practices for preventing workplace accidents and reducing workplace risks at Quebecor Sports and Entertainment Group, in preparation for the implementation of a new safety plan in 2020.
- Continued awareness campaign on responsible use of medications for all Quebecor employees. Delivered in the form of educational modules, this campaign is designed to raise awareness of the shared responsibility of employees and the employer with regard to the use of medications.
- Introduced training on stress management for employees and managers working at Videotron's call centres.
- Updated and deployed the Workplace Hazardous Materials Information System (WHMIS) and workplace accident prevention training program for TVA Group employees.

## New Lufa Farms pick-up point

In 2019, as part of Quebecor's continuing efforts to promote healthy lifestyles, a new pick-up point for Lufa Farms grocery baskets was opened at Quebecor's head office, joining the one opened at TVA Group's head office in 2018. These pick-up points give Quebecor employees a simple, easy way to eat fresh, eat local and eat responsibly.



# QUEBECOR EMPLOYEES ACTIVE IN FUNDRAISING EVENTS



Twenty-five employees and media personalities from the Quebecor family cycled Québec highways in the 1,000-kilometre ride organized by the Grand défi Pierre Lavoie, a social movement that promotes healthy life habits, of which Quebecor has been a proud partner for the past 10 years. A team of 120 Quebecor employees also participated in La Boucle, another cycling event organized by the Grand défi Pierre Lavoie.



Employees from all Quebecor subsidiaries, along with numerous TVA television personalities, participated in the Grande marche, a major walking event organized by the Grand défi Pierre Lavoie in Québec City, Saguenay and Montréal. Quebecor President and CEO Pierre Karl Péladeau took part in the Montréal walk.



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Employees and media personalities from the Quebecor family fanned out across Québec to collect food and cash donations in the annual media Christmas drive, a yearly charitable campaign that the Corporation has been supporting since its inception.

Employees of some Quebecor subsidiaries took part in Défi Entreprises, an annual event that promotes healthy lifestyles in the workplace. A total of 375 employees participated in physical challenges held in Québec City, Gatineau, Chicoutimi and Montréal, where Videotron won the prize for Fittest Company in the Very Large Business category.



For the 10<sup>th</sup> year in a row, over 100 employees from Quebecor subsidiaries cycled in the Granfondo Garneau-Québecor, a ride to raise funds for the Québec chapter of the Little Brothers organization. They were accompanied on the 121-km ride by a special VIP: the event's honorary chairperson, TVA Sports host Dave Morissette.



©STÉPHANIE C. MALTAIS



Cocktail reception at the Outstanding Women Awards ceremony. Front row centre: Valérie Pelletier, winner in the Outstanding Woman category, and Stéphanie Delagrave, winner in the Next Generation category, surrounded by the other 10 finalists, members of the jury and the Quebecor executive committee.

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## RESPECT, INCLUSION AND DIVERSITY IN THE WORKPLACE

Quebecor is committed to creating an inclusive, respectful, fair, equal-opportunity workplace for all. Every employee, regardless of gender, culture, religion, disability or sexual orientation, has the opportunity to apply his or her skills and strengths in the workplace.

### QUEBECOR WELCOMES ITS FIRST EMPLOYEE FROM LES PETITS ROIS FOUNDATION

In partnership with the Fondation Les Petits Rois, Quebecor participates in an on-the-job mentoring program designed to ease the path to independence for young people with slight to severe intellectual disabilities. Quebecor welcomed its first employee under this program in January 2019. Supporting the Environmental Affairs Department at Quebecor's head office, she is helping Quebecor meet its commitment to reduce its environmental footprint by managing reusable dishware and maintaining conference rooms, plants and recycling bins.

### QUEBECOR LAUNCHES OUTSTANDING WOMEN AWARDS

In 2019, Quebecor held the first edition of its Outstanding Women Awards competition, an initiative designed to recognize the talent and leadership of women who have distinguished themselves at Quebecor through their creativity, boldness and determination. Out of the 70 women nominated for the awards, 12 were selected as finalists. The jury composed of Pierre Karl Péladeau, President and CEO of Quebecor, Sylvie Lalande, Vice-Chair of the Board of Quebecor and Chair of the Board of TVA Group, Jean-Marc Léger, President of Léger and member of the Board of TVA Group, and Isabelle Boulanger, General Manager, Talent and Culture of Quebecor, then picked the two winners, who were announced in February 2020 at a cocktail reception emceed by Marie-Claude Barrette. The awards went to Stéphanie Delagrave, Product Manager, Mobile Apps at NumériQ, in the Next Generation (under 35) category, and Valérie Pelletier, Senior Director, Video Technologies at Videotron, in the Outstanding Woman category.

### FEMALE LEADERSHIP TRAINING

To encourage women to aspire to management positions at Quebecor, and to ensure gender diversity at all levels of the organization, Quebecor gave 25 female employees from its subsidiaries the chance to participate in L'Effet A, a 100-day challenge designed to develop female talent and leadership.

### GENDER PARITY ACTION PLAN FOR WOMEN IN PRODUCTION

To encourage and support the next generation of women in the television industry, TVA has launched its Gender Parity Action Plan for Women in Production. The plan's objective is to have women occupy 50% of key positions (director, producer and screenwriter) on TVA's original French-language television productions by 2025.

## Women are strongly represented at Quebecor and its subsidiaries

	% of employees	% of management	% of management committees
Quebecor Head Office	63%	47%	46%
TVA Group	48%	44%	33%
Sports and Entertainment Group	51%	52%	29%
Videotron	30%	33%	27%
Books, Newspapers, Digital and Music divisions	48%	55%	58%

# Commitment to the environment

**Mindful of the importance of preserving our environment, Quebecor is constantly working to reduce its environmental footprint, while encouraging its employees, customers, partners and the public to be environmentally responsible.**

Some of the key ways in which Quebecor is meeting its commitment to the environment include:

- Supporting the fight against climate change by reducing CO<sub>2</sub> emissions from its facilities and vehicle fleet;
- Managing environmental risks proactively and ensuring that its operations comply with all applicable laws and regulations;
- Working with the community and suppliers to preserve natural resources;
- Recovering, recycling and reusing waste materials, with an emphasis on end-of-life management of electronic devices.

## ENERGY MANAGEMENT

### TRANSPORTATION ELECTRIFICATION PLAN AIMS AT 100% ELECTRIC FLEET

In January 2020, to fight climate change, Quebecor launched an action plan to accelerate the electrification of its vehicle fleet. Quebecor has one of the most ambitious targets of any company in Canada, given the size and diversity of its subsidiaries' fleets. Its transportation electrification plan, which will eventually extend to almost all of its 1,100 vehicles, entails purchasing electric cars and converting light trucks from internal combustion to electric engines.

#### **As of 2019, Quebecor's vehicle fleet already had:**

- 30 vehicles that were either hybrid or 100% electric;
- 50 charging stations;
- auxiliary battery systems on bucket trucks, saving more than 6,500 tonnes of greenhouse-gas emissions since 2011.

In 2019, TVA Group offset all of the greenhouse-gas emissions associated with the use of the TVA helicopter by purchasing carbon credits through the *Bourse du carbone Scol'ERE* scholarship program.



Pierre Karl Péladeau, President and CEO of Quebecor, France Lauzière, President and CEO of TVA Group and Chief Content Officer of Quebecor Content, and Jean-François Pruneau, President and CEO of Videotron, at the announcement of the transportation electrification plan.

ACHIEVING THE 100% ELECTRIC GOAL WILL **REDUCE QUEBECOR'S GREENHOUSE GAS EMISSIONS BY MORE THAN 50%**, THE EQUIVALENT OF 85,000 FLIGHTS FROM MONTRÉAL TO TORONTO FOR ONE PERSON!



QUEBECOR HEAD OFFICE  
HAS ONE OF THE **HIGHEST  
AND LARGEST GREEN ROOFS  
IN QUÉBEC!**

©TAUTEM

### INITIATIVES TO IMPROVE ENERGY EFFICIENCY

In 2019, Quebecor continued taking steps to improve energy efficiency at its offices and technical facilities. Here are just a few examples:

- Testing and standardizing more efficient, less polluting carbon-dioxide-based cooling systems for its technical facilities;
- Gradually replacing the equipment in its server rooms with air conditioners that can use outside air to cool technical facilities;
- Optimizing the heating and cooling systems at Videotron's offices.

### SUPPORT FOR START-UPS WORKING ON SUSTAINABLE DEVELOPMENT

Quebecor is helping to grow the sustainable economy through its Pierre Péladeau Bursaries program. Over the 21 years since the program began, it has supported the start-up of more than 60 companies, many of them involved in energy efficiency and transportation electrification, such as AddÉnergie, RVE and Effenco.

### Quebecor encourages employees to use sustainable transportation

To encourage sustainable mobility, Quebecor has been participating in the Société de transport de Montréal's OPUS+ program and the BIXI group discount program for years. These programs let employees at several Quebecor subsidiaries receive discounts on public transit passes and BIXI bike rentals. In 2019, Quebecor also held a conference on electric vehicles as part of Équiterre's Electrifying Encounters at Work campaign.





## WASTE MANAGEMENT

### WE RECYCLE

In 2019, Quebecor continued its efforts to encourage consumers to turn in their obsolete electronic devices through Videotron's We Recycle program. Since the program was launched in 2012, it has collected over 8.7 million electronic devices to be reused or recycled. The recycling is done in partnership with Service d'intégration au travail - Mauricie, a community organization that promotes the integration of people with mental-health problems into society and into the workplace.

In summer 2019, Videotron also launched an advertising campaign to promote its trade-in program for mobile devices and thus encourage even more customers to give their old phones a second life. Depending on their condition, devices that are traded in may be refurbished, resold or recycled – all of which prevent them from ending up in the landfill.

### WORKPLACE INITIATIVES TO IMPROVE WASTE MANAGEMENT

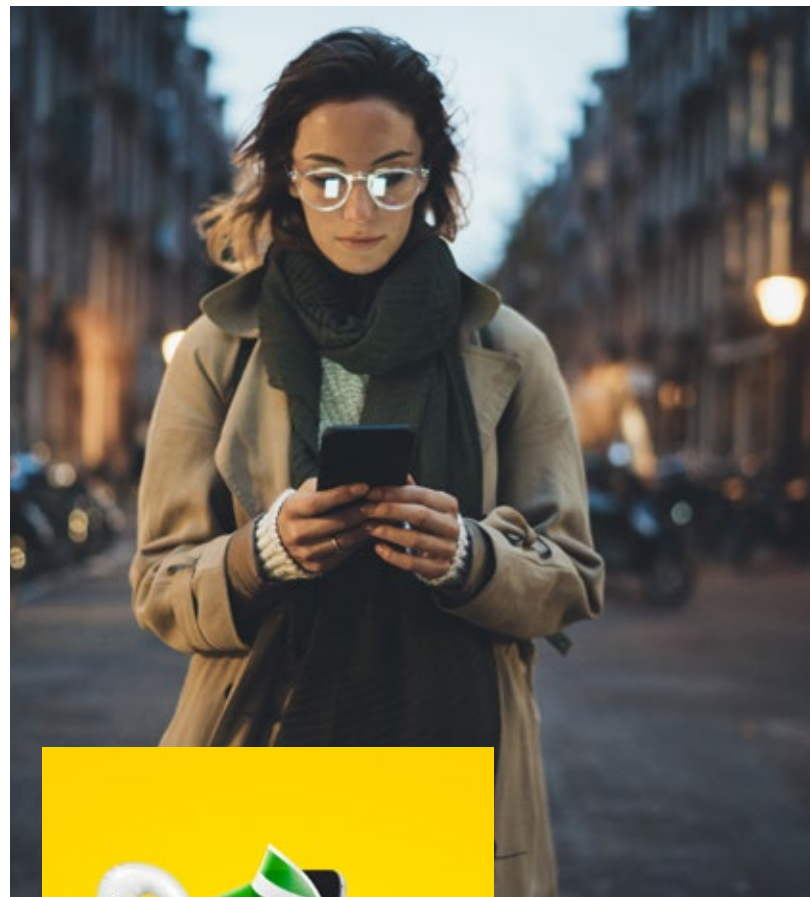
Quebecor and its subsidiaries are taking practical steps to improve waste management. For example, the Corporation has stopped purchasing single-use water bottles and is removing them from its head office and all of its subsidiaries. Composting facilities also have been installed at TVA Group's offices in Montréal and the Videotron Centre in Québec City.

## RESPONSIBLE PROCUREMENT

### RESPONSIBLE PROCUREMENT INITIATIVES AT QUEBECOR'S OPERATIONS

For years, Quebecor has been taking steps to ensure responsible use of resources.

- Quebecor's Book Group prints all black-and-white books on paper made of 100% post-consumer fibre.
- TVA Publications prints its magazines on FSC®-certified paper.
- Quebecor has adopted and published a code of conduct for its suppliers.
- Videotron has incorporated environmental criteria into product packaging design.
- Videotron is a member of ECPAR, a Québec organization for coordinating responsible procurement practices.



VIDEOTRON RANKED ONE OF **CANADA'S GREENEST EMPLOYERS** BY MEDIACORP!

# ENVIRONMENTALLY RESPONSIBLE SHOOTS AND EVENTS

## ROLLING GREEN

In 2018, Quebecor, TVA and MELS launched Rolling Green, an action plan to accelerate the shift toward environmentally responsible audiovisual production in Québec, in conjunction with the Quebec Film and Television Council and the Conseil québécois des événements écoresponsables. TVA and MELS started several environmental initiatives in 2019.

- The Gala Artis held the first green edition of its annual awards ceremony. Among other things, reusable components were used for the sets, organic matter from the catering service was recovered, and reusable water bottles were distributed to guests to avoid the use of some 500 plastic water bottles.
- MELS began donating 10% of its revenues from mobile production unit rentals to environmental causes.
- TVA Group installed rechargeable batteries on its sets, avoiding the use of 13,000 single-use batteries.
- Emission-free electrical generators were purchased for use on the soundstages.
- At MELS and TVA, 10 charging stations have been installed for use by customers and employees.

FOR ITS WORK ORGANIZING THE 2019 UCI MOUNTAIN BIKE WORLD CUP, GESTEV WAS SELECTED AS A FINALIST IN THE LES VIVATS COMPETITION FOR GREEN EVENTS, IN THE **RECYC-QUÉBEC – RESPONSIBLE WASTE MANAGEMENT CATEGORY.**

## CERTIFICATION IN RESPONSIBLE EVENT MANAGEMENT

Quebecor's Gestev subsidiary, a producer of cultural and sporting events, has been certified under Bureau de normalisation du Québec (BNQ) Standard 9700-253 for responsible event management since 2011. Every year, Gestev produces a number of major events, such as the Vélirium and the Jamboree, under this certification.

## MORE ENVIRONMENTALLY RESPONSIBLE EVENTS

In 2019, Quebecor and its subsidiaries applied environmental criteria in organizing numerous corporate events, including Quebecor's annual meeting of shareholders, the Grand Rendez-vous Videotron, the Belonging training modules at Campus Québecor, the launch of Quebecor's transportation electrification plan and the cocktail reception at the Outstanding Women Awards ceremony.



COMMITTED TO A  
**GREENER  
FUTURE**



Quebecor has built and maintains urban gardens for use by employees throughout the summer at four of its sites.

## EMPLOYEES COMMITTED TO A GREENER FUTURE

### A BRIGADE OF ALMOST 100 GREEN AMBASSADORS

In 2019, Quebecor and its subsidiaries fielded a brigade of nearly 100 green ambassadors, dedicated employees who volunteer to organize environmentally friendly projects and awareness-raising activities in the workplace. Here are a few of the things they did during the year.



Workshops on urban agriculture where employees could learn about the benefits of gardening in the city.



Information desk staffed by experts from Soverdi, a not-for-profit organization that encourages people to plant and care for trees around their homes.

Conference on electric vehicles held as part of Équiterre's Electrifying Encounters at Work campaign to raise employee awareness of responsible modes of transportation.





# Commitment to the community

Quebecor's founder Pierre Péladeau, a man of boundless generosity, was a supporter of every worthy cause, large or small. That commitment has remained embedded in the Corporation's values. For more than 60 years, Quebecor has been giving back to the community everywhere in Québec. Every year it backs organizations that make a real difference in many spheres - with a large portion earmarked for culture, naturally.

## **QUEBECOR'S COMMITMENT IN 2019**

- Donations and sponsorships worth more than \$45 million, or 2.4% of adjusted EBITDA.
- Almost half went to support the development and dissemination of Québec culture.
- Quebecor provided financial and other support to over 500 organizations throughout Québec.



Louise Forestier, recipient of the Quebecor Prize, with Pierre Karl Péladeau and Louise Latraverse on the left and Sylvie Cordeau on the right

©PATRICK SÉGUIN



Pierre Karl Péladeau, Louise Latraverse and Stéphane Archambault with Quebecor Prize winner Denise Boucher

©PATRICK SÉGUIN

## ART AT THE HEART OF THE BUSINESS

### QUEBECOR TRIBUTE EVENING: RECOGNIZING THE PRICELESS CONTRIBUTIONS OF QUÉBEC'S GREAT ARTISTS

Every year, two \$50,000 Quebecor Prizes honour Québec's towering cultural figures. In 2019, they were awarded to writer Denise Boucher and singer/actor Louise Forestier. Quebecor is proud to have been able to honour the exceptional careers of these two great artists, each of whom, in her way, has helped to advance the position of women in Québec society. More than 400 personalities from Québec's cultural and business communities gathered at the Chalet on Mount Royal for the 7<sup>th</sup> annual presentation of the Quebecor Prizes.

### ESPACE MUSEE QUEBECOR: SHOWCASING THE TALENT OF QUÉBEC ARTISTS

Located on the ground floor of Quebecor's head office building, Espace musée Quebecor is a gallery that offers employees, visitors and passers-by the chance to discover and appreciate the works of a wide variety of Québec artists. In 2019, it hosted exhibitions by three major Québec artists: painter Louis Boudreault, photographer Pierre Dury and painter/poet Louise Robert.



*Si le Québec m'était conté*, an exhibition of works by Pierre Dury, May 2019

©ÉRIC CARRIÈRE



*Fragment d'écriture*, an exhibition of works by Louis Boudreault, January 2019

©ÉRIC CARRIÈRE



*Compter le temps*, an exhibition of works by Louise Robert, November 2019

©DOMINIC GOUIN



## PIERRE PÉLADÉAU BURSARIES

### HELPING YOUNG ENTREPRENEURS, BUILDING OUR FUTURE TOGETHER

In May 2019, at its annual meeting of shareholders, Quebecor presented the Pierre Péladeau Bursaries for the 21<sup>st</sup> consecutive year. The purpose of the bursaries is to stimulate and support business start-ups in Québec. Quebecor believes that innovative new business start-ups play an essential role in diversifying Québec's economy. The Corporation was proud to present Pierre Péladeau Bursaries with a total value of \$200,000 in 2019 to help students turn their business plans into reality. Congratulations to the 2019 Pierre Péladeau Bursary recipients.

#### **\$100,000 BURSARY** **Puzzle Medical Devices**

Jade Doucet-Martineau, Gabriel Georges and François Trudeau from École de technologie supérieure and Université de Montréal have started a company that manufactures minimally invasive medical devices. Its goal is to rethink the way that medical devices are implanted in the human body, in order to reduce complications and provide treatment options for frail patients.

#### **\$50,000 BURSARY** **Biolift**

Samuel Lecours, Guillaume Gaudet and Laurent Blanchet from Polytechnique Montréal have started a company called Biolift, which develops reasonably priced custom exoskeletons, prostheses and braces, thus improving the well-being of people with reduced autonomy and the safety and efficiency of health-care workers.

#### **\$35,000 BURSARY** **DeLeaves**

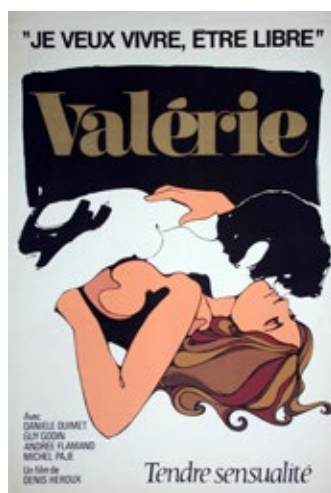
Hughes Lavigne and Guillaume Charron from Université de Sherbrooke have been developing DeLeaves, a drone used to collect leaf samples from the top branches of trees. It works for all tree species, regardless of height, vegetation density or surrounding terrain.

#### **\$15,000 BURSARY** **Cigogne Technologies**

Rosemarie St-Yves Ferron and Alexis Chabot-Tremblay from Université de Sherbrooke have developed Cigogne, an innovative biomedical transportation solution. It is a chemically refrigerated smart compartment that provides fully autonomous temperature regulation when transporting vaccines, organs or biomedical products.

## ÉLÉPHANT: KEEPING QUÉBEC'S CINEMATIC HERITAGE ALIVE

Since 2008, Éléphant: The Memory of Québec Cinema has been digitizing and restoring the movies that have marked Québec's history and culture, and making them accessible to the general public. Éléphant celebrated its 10<sup>th</sup> birthday in 2018 and began its second decade by adopting a new visual identity that it unveiled in September of that year. Éléphant is now planning many new initiatives to reach new audiences and make Québec's film heritage even more accessible to all generations, in particular by showing its films at Québec high schools and colleges.



# ÉLÉPHANT

MÉMOIRE DU CINÉMA QUÉBÉCOIS  
QUÉBECOR

## Éléphant, a fixture at Québec film festivals

In 2019, Éléphant partnered with several major film festivals in Québec to screen some of the most important works in Québec's cinematic heritage. In July, Éléphant presented the films *Portion d'éternité* (1989), *L'assassin jouait du trombone* (1991) and *Le sphinx* (1995) at the Fantasia International Film Festival. In September, it presented *Valérie* (1969) on its 50<sup>th</sup> anniversary and *Post mortem* (1999) at the Festival de Cinéma de la Ville de Québec. Lastly, in November 2019, Éléphant presented *L'eau chaude, l'eau froide* (1976), *Le vent du Wyoming* (1994) and *La cuisine rouge* (1980) at the Festival du nouveau cinéma. Many of these works had been almost impossible to see before Éléphant digitized and restored them. Thanks to Éléphant, they can now be seen again and, most importantly, discovered by new generations.

# A COMMITTED PARTNER FOR ORGANIZATIONS IN QUÉBEC

Quebecor has deep roots in Québec and is always there for the community. It supports some 500 organizations across Québec in centres large and small, and in many different fields, including health, entrepreneurship, amateur sports, education, community support and, of course, culture.

Here are just some of the organizations in all parts of Québec with which Quebecor partnered in 2019.



Fondation Charles-Bruneau  
Espace Mieux-Être Québecor



Festival de musique émergente



L'itinéraire



Trois-Rivières International Poetry Festival

©VALLÉRIE L'ALBIN (2017)

## ABITIBI-TÉMISCAMINGUE

Festival de musique émergente en Abitibi-Témiscamingue (FME)

## OUTAOUAIS

Festival Transistor  
Festival Outaouais en fête

## LAURENTIDES

Théâtre Gilles-Vigneault  
Moisson Laurentides  
Festival international Hautes-Laurentides  
La Fête de la musique de Tremblant

## MAURICIE

Trois-Rivières International Poetry Festival

## LAVAL

Maison des soins palliatifs de Laval  
Culture country  
Fondation Cité de la Santé

## MONTRÉAL

Expo Entrepreneurs  
Suicide Action Montréal  
L'itinéraire  
Le Chaînon  
First People's Festival  
Fondation Sablon  
Théâtre Prospero  
Chambre de commerce LGBT du Québec  
Clinique juridique Juripop  
Fondation Charles-Bruneau  
L'Ancre des jeunes  
Cirque Éloïze  
Festival Vue sur la relève  
Darling Foundry





**CÔTE-NORD**  
 Salon du livre de la Côte-Nord  
 Festival de la chanson de Tadoussac  
 Association du cancer de l'Est du Québec

**CAPITALE-NATIONALE**  
 Motivaction Jeunesse  
 Fondation Institut universitaire de cardiologie et de pneumologie de Québec  
 Fiducie du patrimoine culturel des Augustines  
 Assembly of First Nations Québec-Labrador  
 Espace Félix-Leclerc  
 Festival de cinéma de la ville de Québec  
 Théâtre La Bordée  
 Théâtre Premier Acte

**QUÉBEC-WIDE ORGANIZATIONS**  
 Food Banks of Québec  
 Fondation Bon départ  
 Fondation des artistes  
 Fondation SPACQ

**SAGUENAY-LAC-SAINT-JEAN**  
 Grand prix cycliste Saguenay  
 Fondation Asselin du Cégep de Jonquière  
 Bagotville International Air Show

**CENTRE DU QUÉBEC**  
 Festival de la poutine  
 Théâtre des Grands Chênes

**LANAUDIÈRE**  
 Fondation Académie Antoine-Manseau  
 Fondation pour l'encouragement scolaire

**MONTÉRÉGIE**  
 Fabrique St-Roch  
 Théâtre de la Ville  
 Maison Kekpart  
 Festival Artefact

**GASPÉSIE-ÎLES-DE-LA-MADELEINE**  
 Festival international Contes en îles  
 Festival en chanson de Petite-Vallée  
 Concours de châteaux de sable des Îles-de-la-Madeleine  
 Fondation Madeli-Aide

**BAS-SAINT-LAURENT**  
 Festi Jazz international de Rimouski  
 Musée du Bas-Saint-Laurent  
 Carrefour de la littérature, des arts et de la culture

**ESTRIE**  
 Action Saint-François  
 Correspondances d'Eastman  
 Sutton Museum  
 Centre Adélar  
 Salle Alec et Gérard Pelletier



# Governance

**Quebecor considers good governance vital to maintaining a prosperous business and building a corporate culture of integrity that is effective and meets the needs of all stakeholders.**

Quebecor ensures that its actions, measures, procedures and policies meet the highest standards of ethics and transparency.

## **INDEPENDENT MAJORITY ON THE BOARD**

As its Chair is not an independent director, Quebecor's Board of Directors has appointed an independent Vice-Chair and Lead Director.

In addition, the Board's two committees, the Audit Committee and the Human Resources and Corporate Governance Committee, consist entirely of independent directors.

## **HIGH ETHICAL STANDARDS**

Quebecor, TVA Group, and Videotron regularly review their codes of ethics to ensure compliance with the highest standards of integrity and excellence.

A confidential whistleblower line is available to employees at Quebecor and its subsidiaries at all times so they can enquire about or report any breach of the code of ethics.

## **THE BOARD LISTENS TO SHAREHOLDERS**

The Board of Directors maintains an open, constructive dialogue with shareholders in discussions with shareholder and investor advocacy groups, especially on governance issues.

The Board of Directors has adopted a written policy on candidate selection and is aiming for at least 40% female representation on the Board by 2020. That target was achieved in 2019, with 44% female representation, and will be maintained in 2020.

# BOARD OF DIRECTORS AND OFFICERS OF QUEBECOR INC.

## BOARD OF DIRECTORS

### **Chantal Bélanger**<sup>1</sup>

Corporate Director

### **André P. Brosseau**<sup>1,2</sup>

Chair of the Board and Chief Executive Officer,  
Du Musée Investments Inc.

### **Michèle Colpron**

Corporate Director

### **Lise Croteau**<sup>2</sup>

Corporate Director

### **Sylvie Lalande**<sup>2</sup>

Vice-Chair of the Board and Lead Director,  
Chair of the Human Resources and  
Corporate Governance Committee,  
Quebecor Inc. and Quebecor Media Inc.,  
Chair of the Board, TVA Group Inc., and  
Corporate Director

### **The Right Honourable Brian Mulroney, P.C., C.C., LL.D.**

Chair of the Board,  
Quebecor Inc. and Quebecor Media Inc., and  
Senior Partner,  
Norton Rose Fulbright Canada, LLP

### **Robert Paré**

Strategic Advisor,  
Fasken Martineau DuMoulin LLP

### **Érik Péladeau**

President,  
Cie de Publications Alpha inc.

### **Normand Provost**<sup>1</sup>

Chair of the Audit Committee,  
Quebecor Inc. and Quebecor Media Inc., and  
Corporate Director

## OFFICERS

### **The Right Honourable Brian Mulroney, P.C., C.C., LL.D.**

Chair of the Board

### **Sylvie Lalande**

Vice-Chair of the Board and Lead Director

### **Pierre Karl Péladeau**

President and Chief Executive Officer

### **Marc M. Tremblay**

Chief Operating Officer and Chief Legal Officer

### **Hugues Simard**

Chief Financial Officer

### **Sylvain Bergeron**

Vice President, Taxation

### **Jean-François Parent**

Vice President and Treasurer

### **Denis Sabourin**

Vice President and Corporate Controller

### **Sophie Riendeau**

Corporate Secretary

### **Catherine Tees**

Assistant Secretary

<sup>1</sup> Member of the Audit Committee

<sup>2</sup> Member of the Human Resources and Corporate Governance Committee

# BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR MEDIA INC.

## BOARD OF DIRECTORS

### **Chantal Bélanger**<sup>1</sup>

Corporate Director

### **André P. Brosseau**<sup>1, 2, 3</sup>

Chair of the Board and Chief Executive Officer,  
Du Musée Investments Inc.

### **Michèle Colpron**

Corporate Director

### **Lise Croteau**<sup>2</sup>

Corporate Director

### **Sylvie Lalonde**<sup>2</sup>

Vice-Chair of the Board and Lead Director,  
Chair of the Human Resources and  
Corporate Governance Committee,  
Quebecor Inc. and Quebecor Media Inc., and  
Chair of the Board, TVA Group Inc., and  
Corporate Director

### **The Right Honourable Brian Mulroney**, P.C., C.C., LL.D.

Chair of the Board,  
Quebecor Inc. and Quebecor Media Inc., and  
Senior Partner,  
Norton Rose Fulbright Canada, LLP

### **Robert Paré**<sup>3</sup>

Strategic Advisor,  
Fasken Martineau DuMoulin LLP

### **Érik Péladeau**

President,  
Cie de Publications Alpha inc.

### **Normand Provost**<sup>1, 3</sup>

Chair of the Audit Committee,  
Quebecor Inc. and Quebecor Media Inc., and  
Corporate Director

## MANAGEMENT TEAM

### **Pierre Karl Péladeau**

President and Chief Executive Officer

### **Jean-François Pruneau**

President and Chief Executive Officer,  
Videotron Ltd.

### **France Lauzière**

President and Chief Executive Officer,  
TVA Group Inc., and  
Chief Content Officer, Quebecor Content

### **Marc M. Tremblay**

Chief Operating Officer and Chief Legal Officer

### **Hugues Simard**

Chief Financial Officer

### **Lyne Robitaille**

Senior Vice President, Newspapers,  
Magazines, Distribution and Printing,  
Quebecor, and  
President and Publisher, *Le Journal de Montréal*

### **Martin Tremblay**

Chief Operating Officer,  
Quebecor Sports and Entertainment Group

### **Christian Jetté**

President, Publishing, Book Group, Quebecor, and  
President, CEC Publishing Inc.

### **Mathieu Turbide**

Vice President,  
Digital Content, Quebecor

<sup>1</sup> Member of the Audit Committee

<sup>2</sup> Member of the Human Resources and Corporate Governance Committee

<sup>3</sup> Member of the Executive Committee

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#### *Forward-looking statements*

Please refer to the cautionary statements regarding forward-looking statements in the Corporation's public filings, available at <www.sedar.com> and <www.quebecor.com>.



**QUEBECOR**