

Corporate
social
responsibility
2024

QUEBECOR



Driving change together

For more than 70 years, Quebecor has contributed significantly to Québec's economic, cultural, and social vitality by joining forces with visionaries, creators, cultural workers, and the next generation of artists. Driven by our entrepreneurial spirit and strong philanthropic commitment, we develop tangible initiatives on all fronts to create value for the community. We want to help build a stronger and more innovative economy, a richer and more diverse culture, and a healthier and more sustainable society.



Nearly

\$34M

in donations and sponsorships for the community in 2024

\$30M

to support health and education in Québec

400+

organizations supported across Québec

Culture

Québec culture has been an integral part of Quebecor's raison d'être since the company was founded. Quebecor is dedicated to supporting and promoting talented Québec artists and creators as well as showcasing the richness of our culture, language, history, and heritage.



PRESERVING AND PROMOTING OUR CULTURAL AND HISTORICAL HERITAGE

To contribute to the preservation and promotion of Québec's history and culture, Quebecor continued supporting heritage organizations, including the Monastère des Augustines de Québec, with which it has a longstanding partnership; the Fondation Lionel-Groulx, with which the Corporation collaborated on the *Nos géants* series; the Fondation René-Lévesque; the Morrin Centre; the Espace patrimonial Félix-Leclerc; and Montréal en Histoires, which has been producing *Cité Mémoire*, the world's largest historical video-projection walking tour, since 2016.

SUPPORTING AND SHOWCASING TALENT

In line with its commitment to promote the richness of Québec culture and bring talented Québec artists to a wide audience, Quebecor has continued supporting cultural organizations across Québec in many fields, such as music, film, theatre, dance, and the performing arts. Recipients of this support have included the Vues d'Afrique international film festival, the Syli d'Or de la musique du monde, the Théâtre du Rideau Vert, the Festival en chanson de Petite-Vallée, the Centre de Création O Vertigo, the Amis du patrimoine de Saint-Venant-de-Paquette, and the First Peoples' Festival.



COMMITTED TO QUEBEC ARTISTS

Developing young talent is a priority for Quebecor. In 2024, the Corporation continued supporting a host of organizations dedicated to preparing the artists and creators of the future, including the Festival Vue sur la Relève, the Fondation du Conservatoire de musique et d'art dramatique du Québec, Ma première Place des Arts, and Cégeps en spectacle. Quebecor also supports Québec's creative community by awarding numerous grants and prizes to Québec artists and creatives every year, including the Prix Robert-Cliche for first novels, the Prix de la danse de Montréal, the Grand Prix Québecor at the Trois-Rivières International Poetry Festival, and the Prix Gratien-Gélinas of the Centre des auteurs dramatiques.



Pierre Karl Péladeau with Laura Nicolae, winner of the Robert Cliche award.



Cédric Jourde and Maripierre A. D'Amour played Luc Chicoine and Sophie Tremblay in *La Guerre des tuques* (*The Dog Who Stopped the War*).



ÉLÉPHANT: A UNIQUE PROJECT TO PRESERVE QUÉBEC'S FILM HERITAGE

Éléphant: The Memory of Québec Cinema is Quebecor's largest philanthropic project. Since its creation in 2007, Quebecor has invested more than \$45 million in *Éléphant's* mission of preserving Québec's cinematic heritage and making it accessible to all. *Éléphant's* team of experts and film enthusiasts has restored, digitized, and shared 260 feature films that have impacted Québec's culture and recent history. Aside from a small amount to cover a portion of the platform's operating costs, all revenues from distribution of the movies go to the filmmakers and rights holders.

In 2024, the *Éléphant* team restored *Eldorado*, a feature film by Charles Binamé that was one of the preeminent Québec films of the mid-90s. Movie lovers had long been calling for its restoration. The restored version was screened at the Festival du Nouveau cinéma in October 2024. Then, to celebrate the 40th anniversary of one of Québec's most memorable films, André Melançon's *La Guerre des tuques* (*The Dog Who Stopped the War*) on the big screen to a packed house at the Cinémathèque québécoise in December 2024. *La Guerre des tuques* is one of 22 *Contes pour tous* (*Tales for All*) digitized and restored by *Éléphant*.

In 2024, the restored films in Éléphant's catalogue were rented nearly 18,000 times.

Community

Quebecor is engaged in the community. It actively participates in collective efforts to promote the education and self-realization of our young people, an active and healthy lifestyle for all, and an inclusive, egalitarian society that cares for the most disadvantaged.



INVESTING IN THE QUÉBEC OF THE FUTURE: TWO HISTORIC GIFTS

When he founded Quebecor, Pierre Péladeau also established generosity and sharing as corporate values, as well as a culture of engagement that lives on to this day. As part of its commitment to enriching Québec society, Quebecor announced two major contributions totalling \$30 million to education and health, spread over 10 and 15 years respectively.



\$20 MILLION TO TRAIN THE LEADERS OF TOMORROW

In February 2025, Quebecor made a historic \$20 million donation to Université Laval to support the creation of the Carrefour international Brian-Mulroney. It is the largest donation ever received by the oldest French-language university in the Americas. Among other things, the money will be used to establish the Québecor Sphère program, which will include a series of research and teaching initiatives; fund scholarships for Université Laval's international business development missions; and create an environmental, social, and governance (ESG) global equity fund. In recognition of this gift, the building adjacent to the Carrefour international Brian-Mulroney will be named in honour of Quebecor's founder, Pierre Péladeau, permanently linking the names of two great men who left their mark on the history of Quebecor and of Québec, keeping their memory alive to inspire new generations of leaders.

\$10 MILLION FOR A HEALTHY QUÉBEC

In December 2024, Quebecor donated \$10 million to the Fondation du CHU de Québec's major fundraising drive for a new hospital complex in Québec City. This is the largest corporate donation received by the Fondation since its creation in 2013. The money will be used to purchase an MRI-Linac, an innovative and unique radiotherapy machine that improves the effectiveness and precision of cancer treatments, and for various projects to support patient-centred care. In recognition of the donation, the hospital's cancer centre will be named in honour of Pierre Péladeau, for whom giving back to the community was always a priority.



SUPPORTING EDUCATION AND SELF-REALIZATION FOR YOUNG PEOPLE

Education is an invaluable asset for society as a whole, so Quebecor has continued investing in organizations dedicated to the education, development, and well-being of young people. In 2024, the Corporation maintained its commitment to Sun Youth, Fondation Sablon, the Literacy Foundation, the Paul Gérin-Lajoie Foundation, Motivaction Jeunesse, and Jeunes musiciens du monde. Quebecor also supported a number of institutions of higher education in Québec, including Université de Montréal, Université Laval, and HEC Montréal.



DIVERSITY AND INCLUSION

To contribute to social progress and the creation of a more egalitarian society, Quebecor continued supporting organizations that promote the inclusion of culturally, physically, intellectually, and gender diverse groups, including the Fondation Émergence, the Alliance Arc-en-ciel de Québec, and the Vietnamese Cultural Centre in Montréal. Quebecor maintained its commitment to the Fondation Autiste & majeur, and Videotron continued working with Groupe AFFI, which has been employing people with functional limitations to pack and prepare its shipments for 50 years.



Team Quebecor at the Grand défi Pierre Lavoie 2024.

FOR A HEALTHY AND ACTIVE POPULATION

Health is one of Quebecor's principal commitments. In view of the importance of investing in medical research and care, the Corporation continued supporting foundations such as the Fondation du CHUM, Fondation Charles-Bruneau, Palliative Home-Care Society Foundation, Association québécoise de prévention du suicide, and the Fondation du CHU de Québec. Quebecor is also a longstanding partner of organizations that promote physical activity and a healthy lifestyle; in 2024, it maintained its support for the Grand défi Pierre Lavoie and FitSpirit.

A MORE CARING AND EGALITARIAN SOCIETY

In the spirit of community, Quebecor renewed its commitment to organizations that help people in need, such as Les Petits Frères, which it has supported since 1999; the Fondation Maison Dauphine; Dans la rue; Le Chaînon; the Food Banks of Quebec; and Fondation Bon départ. In 2024, Quebecor's Videotron subsidiary announced a new partnership with Mission Unitariens, under which Videotron is contributing \$500,000 to support connectivity in six new residences for low-income seniors. As it has done for years, Freedom Mobile took part in Giving Tuesday, a global campaign of generosity and community engagement. Freedom Mobile also made a generous donation to Food Banks Canada to help meet demand during the holiday season, providing meals to nearly 80,000 Canadians.



© Dominic Gouin

The environment

To help build a greener, more sustainable, and more prosperous Québec, Quebecor constantly strives to reduce its environmental footprint and encourages environmental responsibility among its employees, customers, and partners, as well as the public. The Corporation is actively engaged in the energy transition and the fight against climate change.

86%

Percentage of energy used by Quebecor that comes from renewable sources

13M+

Number of electronic devices and accessories collected through the *We Recycle* program

A STRONG COMMITMENT TO THE ENVIRONMENT

Quebecor's environmental strategy is based on prioritized actions and effective programs to reduce the main impacts of our operations.

Prioritized actions

- Contribute to the fight against climate change by reducing greenhouse gas emissions from our vehicles and buildings
- Proactively manage environmental risks and ensure our operations comply with legislation and regulations
- Work with the community and suppliers to conserve natural resources
- Recover, recycle, and reuse waste by responsibly managing end-of-life electronic devices

Key programs

- *On roue électrique*: greenhouse gas emissions
- *We Recycle*: recycling end-of-life electronic products
- *Rolling Green*: environmentally responsible film and television production
- *GesteVert*: green event production

FIGHTING CLIMATE CHANGE

Quebecor is concerned about its environmental impact and is participating in Québec's energy transition in order to create a more responsible and sustainable economy. The *On rouLe électrique* program, launched in 2020, continued to make progress towards its goal of electrifying all of the approximately 1,000 vehicles operated by Quebecor's subsidiaries through a three-pronged action plan, which involves:

- continually reassessing the size of our vehicle fleet;
- acquiring new electric or hybrid vehicles to replace end-of-life gasoline-powered vehicles; and
- electrifying our light-duty trucks using innovative clean technologies.

Quebecor has also been tracking and reporting its greenhouse gas emissions to the Carbon Disclosure Project since 2012.

In keeping with its commitment to continually improve the energy efficiency of its operations, Quebecor's Videotron subsidiary has signed the Canadian Energy Efficiency Voluntary Agreement for Set-Top Boxes and the Canadian Energy Efficiency Voluntary Agreement for Small Network Equipment.

In the spring of 2024, Quebecor became the first corporate partner of Hilo, a subsidiary of Hydro-Québec. Quebecor encourages its employees to use the Hilo smart home system to support responsible behaviour and good habits in their daily electricity management. This partnership underscores the important role that businesses can play in the collective effort to promote efficient energy consumption in Québec.



190

Quebecor and its subsidiaries have a fleet of nearly 190 electric vehicles.

100%

All Videotron equipment (set-top boxes and small network equipment) meets or exceeds the energy standards in these agreements.

Quebecor is proud to power its operations primarily with energy from low-carbon renewable sources.

The ESG summary lists the number of electric, hybrid, and hydrogen-powered vehicles; the number of charging stations; greenhouse gas emissions in tonnes of CO₂ eq; and Quebecor's energy consumption.

See our summary of environmental, social, and governance (ESG) issues.



Employees take part in a workshop on honeybees.

AWARENESS-RAISING TALK AND WORKSHOP

Two of our colleagues from *24 heures*, co-authors of the book *Vivre avec une seule planète*, gave an online talk for employees of all Quebecor subsidiaries on how to reduce their environmental footprint through simple everyday actions. After installing two beehives on the roof of its head office in 2024 to help improve local biodiversity through pollination, Quebecor held an interactive workshop for employees on the honey extraction and bottling process, in collaboration with *Alvéole*. Participants had the chance to taste the extracted honey on the spot and went home with a jar of their harvest!

ACTION TO PRESERVE BIODIVERSITY

Since 2014, Quebecor has been supporting longstanding partner Soverdi's "A Tree for My Neighbourhood" campaign. As of the project's launch in 2013, more than 32,100 trees have been planted across the Island of Montréal. Quebecor also continued its participation in Soverdi's Comité des leaders de la forêt urbaine to promote urban greening.

In collaboration with the École de technologie supérieure and Toits Vertige, Quebecor Out-of-Home participated in a pilot project to green two Montréal bus shelters in 2024. The initiative was designed to raise public awareness of climate resilience and quality of life in the city, and to help preserve biodiversity. The results of this pilot project will provide researchers with concrete data to assess the potential benefits of installing green roofs on thousands of bus shelters in Montréal and to determine the project's feasibility at scale.



Green roofs have many environmental benefits, such as mitigating heat islands, releasing oxygen, and regulating thermal air movement.

DRIVING SUSTAINABLE MOBILITY FORWARD

Quebecor continued working with a number of organizations involved in sustainable mobility to increase its contribution to the electrification of transportation in Québec's business community. In addition to the longstanding partnership between Quebecor and Propulsion Québec, Videotron continued its partnership with Hydro-Québec's Cleo subsidiary to optimize its charging facilities and support the smart charging of its vehicles based on their daily range requirements.

In 2024, Quebecor introduced a car-sharing program that allows employees to borrow electric or hybrid company vehicles for work-related trips. The program quickly became an unmitigated success, reaching 100% capacity week after week.



New studios at Cégep de Jonquière, with scenery and equipment donated by Quebecor.

WASTE MANAGEMENT

Quebecor is committed to responsible management of the waste generated by its subsidiaries' various activities and has launched a series of concrete initiatives that are fully integrated into its practices and processes.

- Since its launch in 2012, Videotron's *We Recycle* program, which encourages customers to bring in their obsolete equipment for reuse or recycling, has collected more than 13 million electronic devices and accessories.
- In the spirit of reuse and recycling, Quebecor donated sets and equipment—including projectors, monitors, cameras, and tripods—from the former TVA Chicoutimi and TVA Saguenay studios to Cégep de Jonquière, to provide students in the Media Arts and Technology program with a more professional working environment that is better suited to their learning needs.
- Quebecor is a founding partner of *Rolling Green*, and its TVA and MELS subsidiaries are federating partners. In 2024, they continued their efforts to raise awareness and support environmentally friendly practices at all stages of all film and television productions in Québec.

ENVIRONMENTALLY RESPONSIBLE EVENTS

In view of their commitment to environmental responsibility and sustainable development, Quebecor's events subsidiary, Gestev, and its strategic partner, ComediHa!, obtained the Responsible Tourism Institute's Biosphere designation in 2024. This certification recognizes their contribution to achieving the United Nations' 17 sustainable development goals. In addition, ComediHa! Fest-Québec became the first event in Québec to receive this certification, thanks to initiatives such as the development of an eco-responsible food services guide, the creation of a green squad, and the reuse of materials from previous festivals. Gestev pursued its Gestevert program, which ensures that all its events adopt sustainable practices that protect and preserve the environment.

Entrepreneurship

True to its entrepreneurial roots, Quebecor supports the next generation of entrepreneurs and actively contributes to the creation and growth of the innovative companies that will shape the Québec of the future. Its Pierre Péladeau Bursaries program supports student start-ups and its asterX Capital venture capital fund invests in start-ups that have the potential to stimulate innovation in Quebecor's lines of business and in society as a whole.

Over

\$95M

total venture capital investments raised by asterX Capital's portfolio companies in 2024

190

entrepreneurs supported directly by asterX

The announcement of the 2024 winners was made in partnership with the Les Dérangeants podcast, powered by asterX and presented by QUB.



Recipients of the 2024 Pierre Péladeau Bursaries

A UNIQUE PROGRAM TO SUPPORT YOUNG ENTREPRENEURS

For over 25 years, the Pierre Péladeau Bursaries program has awarded grants totalling \$200,000 per year to help Québec university students start their own businesses. Since the bursaries were created in 1999, Quebecor has distributed more than \$3 million to enable young entrepreneurs to realize their business projects. More than half of the start-ups created with the support of the bursaries are still in business. The companies selected over the years have offered sustainable solutions and innovative business models, two essential factors for Québec's growth and vitality. They often use technologies that have a positive impact on our quality of life and the environment. In 2024, Quebecor and asterX announced the year's winners at the annual Le Sommet event, presented by asterX.

Tessellate Robotics was awarded the top Pierre Péladeau Bursary of \$75,000 for its autonomous navigation technology project, designed to boost productivity in industries such as agriculture, defence, and mining.



Pelra Azondekon, Managing Director of asterX and Director of Corporate Venture Capital, Quebecor, with Étienne Crevier, co-host of the podcast *Les Dérangés*, at Le Sommet, presented by asterX.

INVESTING IN START-UPS TO STIMULATE INNOVATION

Three years after the creation of its asterX venture capital arm, Quebecor continues to be a strategic ally for emerging Québec businesses. asterX's portfolio includes nine start-ups backed by investments of several tens of millions of dollars to support the development of innovative solutions with the potential to transform industries such as advertising technologies and health care. For example, Optable Technologies has developed expertise that is being leveraged within Quebecor's digital ecosystem through a collaboration with Quebecor Expertise Media in order to provide advertisers with added value.

In June 2024, the third edition of Le Sommet, Quebecor's flagship annual entrepreneurial event, presented by asterX, was held at Quebecor's head office, with over a hundred entrepreneurial partners in attendance. Important topics such as care and mental health in entrepreneurship, humane leadership, and resilience were addressed at this wide-ranging conference, which demonstrated Quebecor's unifying role within Québec's entrepreneurial ecosystem.

PIERRE PÉLADEAU BURSARIES IN NUMBERS:

More than

\$300M

in financing raised by companies after receiving a Pierre Péladeau bursary

65%

of funded companies are still in business

\$3.1M

in bursaries distributed since 1999

SCHOLARSHIPS FOR STUDENTS FROM ELEMENTARY SCHOOL TO UNIVERSITY

In collaboration with its CEC Publishing subsidiary, Quebecor continued its partnership with the OSEntreprendre Challenge to support the youngest entrepreneurs by awarding \$35,000 in scholarships for 13 student projects by budding entrepreneurs from elementary school to university.



osentreprendre.quebec
#moijosentreprendre



Employees

Quebecor is committed to providing its employees with a stimulating work experience in a respectful environment. We want our employees to be able to make tangible contributions to major projects created for Quebecers; to enjoy a balanced, open and inclusive work environment; and to have the opportunity to give the best of themselves and develop their full potential within the Quebecor family.

More than
11,000
employees

More than

40%

of vice-presidents at Quebecor and its subsidiaries are women

More than

50%

of Quebecor's employees are Millennials



Pierre Karl Péladeau at the 2024 Leaders' Forum.

LEVERAGING TALENT AND LEADERSHIP

To support all employees on their career paths and help them develop their skills, Quebecor continued to offer various training programs at all of its subsidiaries. Examples include the management skills development pathway for new managers, an enhanced training program with new topics for those at director-level and above, and a new talent accelerator program for high-potential employees.

Quebecor also launched a new version of its strategic alignment event, the Leaders' Forum, which was attended by more than 300 employees in strategic positions across Quebecor's subsidiaries. It was an opportunity to share the Corporation's vision, highlight its signal achievements, discuss upcoming projects, and recognize its people's accomplishments.

LANDMARK ANNIVERSARIES

In 2024, Quebecor celebrated the milestone anniversaries of several subsidiaries, including Audiogram's 40th birthday and the 60th anniversaries of *Le Journal de Montréal* and Videotron. An experiential exhibition tracing the highlights of Videotron's history was installed at the Quebecor Gallery in Quebecor's head office, where all employees could discover a wealth of interesting facts about Videotron's past. Other noteworthy achievements were also highlighted during the year. A recognition event was held to thank retiring employees for their years of dedication, with Quebecor President and CEO Pierre Karl Péladeau in attendance. In the fall, Videotron, Fizz, and Freedom Mobile celebrated their 4-millionth wireless line.



Local Café opens at Quebecor's head office.



Espace Mezz at Quebecor's head office.

INTERACTIVE WORKPLACES

In pursuit of its goal of creating an inspiring employee experience, Quebecor has undertaken initiatives to create spaces for interaction at its workplaces, including the opening at its Montréal head office of Local Café, a new employee dining area serving healthy meals, and Espace Mezz, a gathering place, teamwork space, and lounge for employees of all subsidiaries.



Fizz and Videotron employees showed their pride at the 2024 Pride Parade in Montréal.

FOCUS ON DIVERSITY, EQUITY, AND INCLUSION

Creating a respectful and equitable work environment that is accessible to all is a key priority for Quebecor. In 2024, the Diversity, Equity, and Inclusion (DEI) Committee continued implementing initiatives to create and develop a culture of inclusion at Quebecor and its subsidiaries.

In collaboration with the Human Resources Department, the DEI Committee encouraged the hiring of candidates from diverse backgrounds by, among other things, reviewing job postings to make them more inclusive and promoting existing accommodations.

To support managers in fostering an inclusive working environment, HR has developed a series of courses and an online training pathway available to all management teams.

MORE HEALTH AND WELLNESS INITIATIVES

Quebecor continued encouraging employees of all subsidiaries to adopt a healthy lifestyle and stay fit with a number of new initiatives under its Health and Wellness Program in 2024.

- Group exercise classes resumed at the head office, provided by our partner Olympe.
- For the first edition of the charity staircase challenge, Quebecor donated \$1,000 each to five organizations chosen by employees, for a total of \$5,000.
- Immersive yoga sessions were held with the help of Yogatribes, in conjunction with World Mental Health Day.
- An educational talk on nutrition was delivered by a nutritionist/dietitian from ÉquipeNutrition.
- Awareness-raising messages were circulated during Suicide Prevention Week and Mental Health Week.
- An online financial health course was launched to increase knowledge, share best practices, and guide action.
- A blood drive was held in collaboration with Héma-Québec to encourage employees to make a difference in the lives of others.



A participant in the Staircase Challenge.

RECOGNIZING WOMEN'S LEADERSHIP

Quebecor attaches great importance to the representation of women at its subsidiaries. To promote women's leadership, the Corporation supports female employees who want to move into management positions and recognizes talent in the next generation of women.

Quebecor renewed its participation in *Femmes sur le terrain*, a golf tournament for women leaders from different industries that highlights the important role of women in the business world, presented by Videotron Business in partnership with the Québec section of the Professional Golfers' Association of Canada. Many women from Quebecor subsidiaries participated in the second edition of the event.



Employees of Quebecor and subsidiaries at *Femmes sur le terrain*.



Judith Landry, General Manager, Publishing, Quebecor Book Group.

© Bruno Petrozza

The 2024 list of the 100 most influential people in Québec, published by *L'Actualité* magazine, includes 33 women based on their influence in their respective fields and public profiles, including Judith Landry, General Manager, Publishing, Book Group at Quebecor. Judith has been with the company for more than 10 years and is responsible for all the activities of the Book Group, which comprises 19 publishing houses. In her role, she has a definite influence on what is written and read in Québec.



Lyne Robitaille, Senior Vice-President, Newspapers, Books, and Magazines, and President and Publisher, *Le Journal de Montréal*.

After 36 years of faithful service with Quebecor, Lyne Robitaille announced she would retire on May 14. Lyne quickly rose through the ranks to become Senior Vice-President, Newspapers, Books, and Magazines, and President and Publisher of *Le Journal de Montréal*. With her vision and professionalism, she was a pillar of the company and a model of female leadership for her colleagues.

WOMEN'S REPRESENTATION AT QUEBECOR AND ITS SUBSIDIARIES*

	% of total employees	% of management (excluding VP and above)	% of VPs and above	% of management committees
Quebecor	69%	67%	42%	38%
TVA Group	47%	50%	70%	73%
Sports and Entertainment Group	34%	44%	33%	29%
Videotron	28%	27%	33%	33%
Freedom Mobile	30%	25%	25%	18%
Books, Newspapers, and Digital Divisions	52%	53%	40%	52%
Total	35%	35%	41%	44%

*As of December 31, 2024

TOWARDS GENDER PARITY IN FILM AND TELEVISION PRODUCTION

As part of its *Gender Parity Action Plan for Women in Production*, launched in 2019, TVA Group aims to achieve an overall percentage of 50% women in the key roles of director, producer, and screenwriter on its original productions.

WOMEN IN PRODUCTION AT GROUPE TVA

	2025	2024	2023	2022
Women producers, directors, and screenwriters	42%	42%	38%	38%
Women producers	58%	56%	50%	51%
Women directors	22%	21%	24%	24%
Women screenwriters	33%	38%	32%	32%
Gender-parity productions	41%	43%	43%	-

*As of January 31, 2025

Governance

Good governance is vital to a thriving business. We want to build a corporate culture of integrity that is effective, responsive to the needs of all stakeholders, and mindful of the needs of future generations. In all its activities, Quebecor ensures that its actions, measures, procedures, and policies meet the highest standards of ethics and transparency.

ENGAGED DIRECTORS AND COMMITTEES

Environmental, social, and governance (ESG) issues and challenges are central concerns today. At Quebecor, they are managed by the **ESG Committee**, composed of managers and employees. The committee monitors ESG trends and practices, sets guidelines, and coordinates the Corporation's ESG strategy. It reports to senior management and to **Quebecor's Human Resources and Corporate Governance Committee**, which oversees executive compensation, succession planning, application of the Code of Ethics, and Quebecor's approach to corporate governance, in addition to ESG issues.

The Board has also established an **Audit and Risk Management Committee** that reviews key risks identified by management, including ESG-related risks, and the effectiveness of risk mitigation measures. It receives regular assessments from management of potential risks to Quebecor and its subsidiaries.



SYLVIE LALANDE APPOINTED CHAIR OF THE BOARD

On May 8, 2024, Sylvie Lalande was appointed Chair of the Board of Directors of Quebecor, succeeding the Right Honourable Brian Mulroney. She has been a member of the Board since 2011 and Vice-Chair and Lead Director since 2018. With her impressive track record in media, communications, marketing, telecommunications, and governance, as well as her in-depth knowledge of the Corporation's activities, she is the ideal person to ensure Quebecor's future success, for the benefit of all stakeholders.

57.1%

independent directors

57.1%

women on the Board of Directors

94% and 98%

Attendance by directors at Board and committee meetings respectively

DATA SECURITY AND CONFIDENTIALITY

Quebecor and its subsidiaries, including Videotron, TVA Group, and MédiaQMI, which manages *Le Journal de Montréal* and *Le Journal de Québec*, have stringent data confidentiality policies that include monitoring procedures and regular updates of security technology. Since 2020, the Corporation and its subsidiaries have had a policy in place to ensure sound data management and governance. A Chief Privacy Officer responsible for personal data and information was appointed.

EDUCATION ON ASTROTURFING

In the spirit of responsible governance, Quebecor introduced mandatory training on astroturfing (organized efforts to fake grassroots support) in 2023 to raise awareness and educate employees on how to avoid the pitfalls and prevent harm. All new employees at all subsidiaries are required to take the training. In addition to its Code of Ethics, which has long covered astroturfing and included guidelines on the subject, Quebecor has a **Policy on the Use of Social Media and Online Evaluations of Products and Services of Quebecor and its Subsidiaries**.

INDEPENDENT MAJORITY ON THE BOARD

On Quebecor's Board, 57.1% of directors are independent. On May 8, 2024, Quebecor's Board of Directors appointed an independent Chair of the Board. In addition, the Board's two committees, the Audit and Risk Management Committee and the Human Resources and Corporate Governance Committee, consist entirely of independent directors.

THE BOARD LISTENS TO SHAREHOLDERS

The Board of Directors maintains an open and constructive dialogue with shareholders through discussions with shareholder and investor representative groups, particularly on governance issues. Between 2020 and 2024, the Corporation held its meetings virtually. Shareholders could submit questions in advance or live and were able to receive clear and comprehensive information on how to access, participate in, and vote at the meetings, and the proponents of resolutions put to a vote had the opportunity to speak. This year, management decided to hold the Annual Meeting of Shareholders in person at the Corporation's head office to foster better and more personal interaction with shareholders.

IN-HOUSE CYBERSECURITY EXPERTISE

Quebecor attaches great importance to cybersecurity and raising employee awareness of security issues. Under the Corporation's awareness program, all employees and consultants receive mandatory privacy and cybersecurity training, information bulletins, and phishing training and exercises.

BOARD OF DIRECTORS AND OFFICERS OF QUEBECOR INC.

As of December 31, 2024

BOARD OF DIRECTORS**Chantal Bélanger¹**

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

André P. Brosseau^{1,2}

Vice-Chair of the Board of Quebecor Inc.; and Chair of the Board and CEO, Du Musée Investments Inc.

Michèle Colpron¹

Corporate Director

Lise Croteau^{1,2}

Corporate Director

Sylvie Lalande²

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

Érik Péladeau

President, Cie de Publication Alpha Inc.

Jean B. Péladeau

Senior Vice-President and Chief Marketing Officer, Videotron and Freedom Mobile

OFFICERS**Sylvie Lalande**

Chair of the Board

Pierre Karl Péladeau

President and Chief Executive Officer

Hugues Simard

Chief Financial Officer

Marie-Pierre Simard³

Senior Vice-President and Corporate Secretary, Legal Affairs and Corporate Secretariat

Jean-François Parent

Vice-President and Treasurer

¹Member of the Audit and Risk Management Committee

²Member of the Human Resources and Corporate Governance Committee

³Marie-Pierre Simard was appointed Senior Vice-President and Corporate Secretary, Legal Affairs and Corporate Secretariat on January 17, 2025

BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR MEDIA INC.

BOARD OF DIRECTORS

Chantal Bélanger¹

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

André P. Brosseau^{1, 2, 3}

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

Michèle Colpron¹

Corporate Director

Lise Croteau^{1, 2}

Corporate Director

Sylvie Lalande²

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

Érik Péladeau³

President, Cie de Publication Alpha Inc.

Jean B. Péladeau³

Senior Vice-President and Chief Marketing Officer, Videotron and Freedom Mobile

¹Member of the Audit and Risk Management Committee

²Member of the Human Resources and Corporate Governance Committee

³Member of the Executive Committee

⁴Marie-Pierre Simard was appointed Senior Vice-President and Corporate Secretary, Legal Affairs and Corporate Secretariat on January 17, 2025

MANAGEMENT TEAM

Pierre Karl Péladeau

President and Chief Executive Officer

Hugues Simard

Chief Financial Officer

Lyne Robitaille

Senior Vice-President, Newspapers, Books, and Magazines, Quebecor; and President and Publisher, *Le Journal de Montréal*

Martin Tremblay

Chief Operating Officer, Quebecor Sports and Entertainment Group

Mathieu Turbide

Vice-President, Digital Content, Quebecor

Patrick Jutras

President of MELS and Chief Advertising Officer of TVA Group and Quebecor Media Inc.

Marie-Pierre Simard⁴

Senior Vice-President and Corporate Secretary, Legal Affairs and Corporate Secretariat

Cautionary statement regarding forward-looking statements

Please refer to the cautionary statements regarding forward-looking statements in the Corporation's public filings, available at [sedarplus.ca](https://www.sedarplus.ca) and [quebecor.com](https://www.quebecor.com).