



CONTRIBUTE
CULTIVATE
MOBILIZE

2020

CORPORATE SOCIAL RESPONSIBILITY

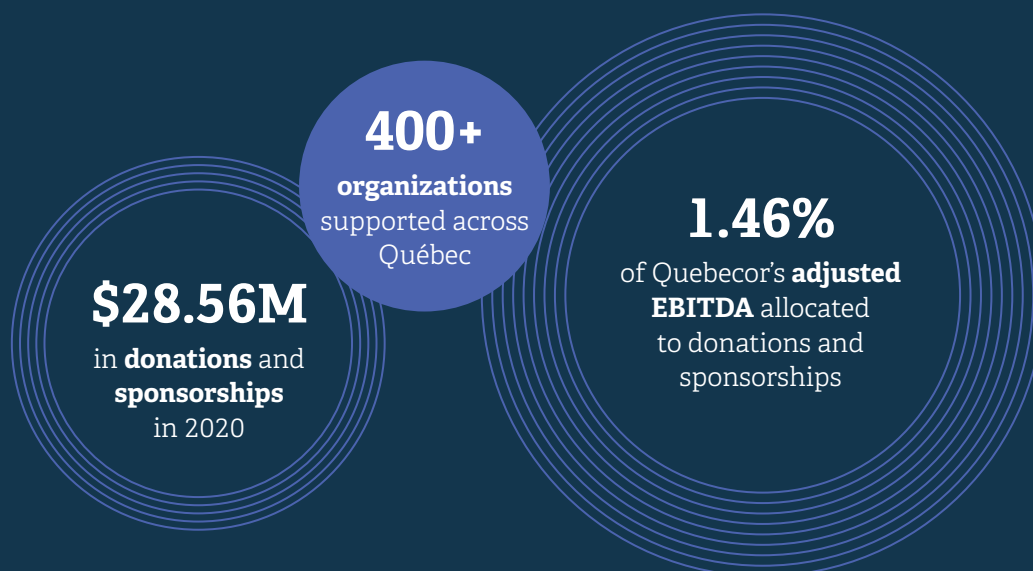
CULTURE
ENVIRONMENT
ENTREPRENEURSHIP
COMMUNITY
EMPLOYEES
GOVERNANCE

LA culture DU possible

QUÉBECOR

BUILDING A PROUD AND PROSPEROUS QUÉBEC TOGETHER

For more than 70 years, Quebecor has contributed to Québec's economic, cultural and social vitality by joining forces with visionaries, creators, cultural workers and the next generation. Driven by our entrepreneurial spirit and strong philanthropic commitment, we make practical efforts on all fronts to support our culture, local entrepreneurs, our community, the environment and our employees.





©ANDRE LYRA

CONTRIBUTING TO THE
VITALITY OF QUÉBEC'S
CULTURAL INDUSTRIES
FOR MORE THAN
70 YEARS

CULTURE

A CULTURE OF OUTREACH

Québec culture is an integral part of our raison d'être. Through our business activities as well as our philanthropic initiatives, we support and promote talented Québec artists and creators, and we showcase the richness of our culture, our language, our history and our heritage.

For over 70 years, we have been actively contributing to the vitality of Québec's cultural industries. The crisis we and the rest of the world have been facing since the spring of 2020 has only intensified our commitment and our sense of responsibility to our culture

Our efforts are making a difference for all artists, writers, composers, performers and cultural workers, and for everyone who wants to keep our culture vibrant and project it onto the world stage. Our culture is our legacy. It is who we are. It is up to us to support it.

Culture d'ici boosts Québec culture

In April 2020, as Québec was gearing up to reopen its economy after the first wave of the COVID-19 crisis, Quebecor launched **Culture d'ici**, a movement to support and promote the work of the artists and creators who make and shape our culture, and who were hard hit by the unprecedented circumstances.

Almost 50% of our donations and sponsorships went to support the development and dissemination of Québec culture.



Actions to support culture and local artists

The challenges brought on by the crisis pushed us to be more creative than ever in finding new ways to bring the talent, diversity and richness of Québec culture to audiences. We harnessed the strengths of our large family to launch a vast awareness campaign on all our platforms and to carry out a multitude of initiatives that gave Québec culture and artists prominent exposure.

In the midst of the first lockdown in May 2020, we moved up the launch of **QUB musique** to offer Quebecers a music streaming service designed and created in Québec, which spotlights Québec artists and their catalogues.



In just a few days, TVA put together **Ça va bien aller**, a show that entertained and united Quebecers during the crisis. TVA's 2020-2021 schedule continued to revolve around original **shows produced by Québec creators**, in collaboration with Quebecor Content.



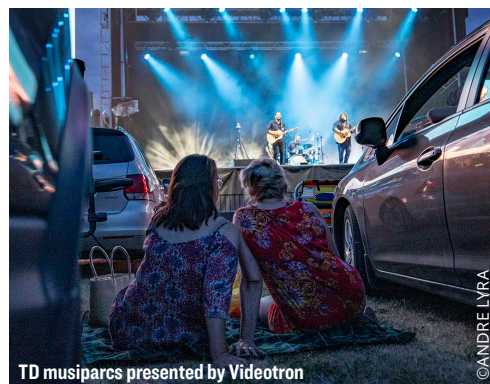
Videotron added a special **Culture d'ici** section to Helix and illico featuring all the Québec content available on its video-on-demand platforms, including Club illico and the **Éléphant: The Memory of Québec Cinema** catalogue.

In collaboration with **Éléphant: The Memory of Québec Cinema**, Videotron also launched a **weekly film series**, which offered a wide selection of feature films from the filmography of the Québec film personality of the week.



In collaboration with Québec's independent booksellers, **Quebecor's publishing houses** set up **Des livres, ça se livre**, an online book site backed by a media campaign to support Québec writers and encourage readers to buy local.

The TD musiparcs presented by Videotron series of outdoor concerts, organized by Gestev and Musicor Spectacles at a time when cultural events were almost non-existent, benefitted Québec artists and spectators alike.





Festival en chanson de Petite-Vallée

©ALEXANDRE COTTON

Always there for our partners

Acting on our deep attachment to the cultural community, which was heavily impacted by the COVID-19 crisis, we were there for our partners at this difficult time. Though most cultural events were cancelled in the spring and summer of 2020, we maintained our commitments to our partners, a sign of our confidence in their work and our appreciation for all that they do for our culture.



Festival de musique émergente

©LOUIS ALBERT



Les Dames du Lac



ÉLÉPHANT HAS
RESTORED AND
DIGITIZED MORE THAN
230 QUÉBEC FILMS
SINCE 2008

ÉLÉPHANT: THE MEMORY OF QUÉBEC CINEMA

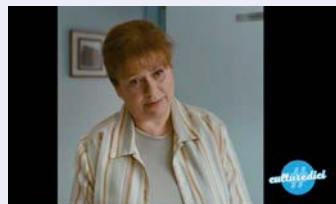
In 2008, we launched **Éléphant: The Memory of Québec Cinema** to preserve Québec's film heritage. Led by a team of experts and film-lovers, Éléphant has been digitizing and restoring the movies that have marked Québec's history and culture, and making them accessible to the general public.

Since its inception, we have spent more than \$39 million on Éléphant, our largest philanthropic project. Aside from a small amount to cover a portion of the Éléphant platform's operating costs, all revenues from distribution of the movies go to the filmmakers and rights holders.

To make classic Québec films discoverable for all generations, Éléphant is now embarking on many new initiatives to reach new audiences, including Québec high-school and college students.

Internationally recognized expertise

Éléphant has quickly become known around the world as a major player in the restoration and dissemination of heritage films. Movies restored by Éléphant have been screened at prestigious international festivals, including Cannes, Lyon and New York. The restoration work is carried out by MELS professionals, who have rare expertise in the field.



Éléphant on the big screen

In October 2020, we organized the **Rendez-vous #Cinéma'd'ici présentés par Éléphant** as part of the Festival du nouveau cinéma (FNC) to encourage audiences to discover or rediscover iconic works from our catalogue. On the 50th anniversary of the October Crisis, free screenings of Pierre Falardeau's **Octobre** and Michel Brault's **Les Ordres**, digitized and restored by Éléphant, were held.

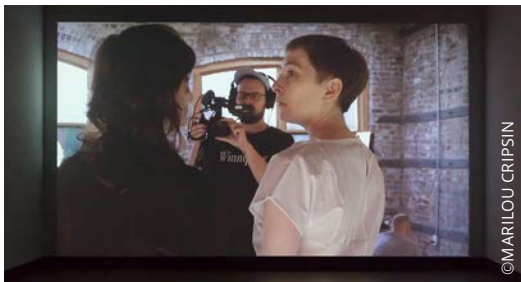
We took the public behind the scenes with a series of exclusive interviews with major figures in Québec cinema, conducted by the Éléphant team. They were presented at the FNC and the Festival de Cinéma de la Ville de Québec.

"Many of these movies had been practically impossible to see until they were restored and digitized. Thanks to Éléphant's work, they can now be viewed again at any time and, most importantly, discovered by new generations."

– Pierre Karl Péladeau, President and CEO of Quebecor

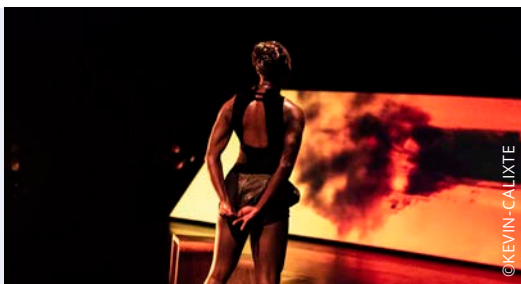
CONCRETE SUPPORT FOR LOCAL CREATORS

The numerous grants and prizes we award every year to figures on Québec's cultural scene have a concrete impact on the arts community. They go to well-established and emerging artists alike.



©MARILOU CRIPSIN

Every year since 2016, we have sponsored an **artist's studio at the Darling Foundry** to allow an artist-in-residence to focus on their craft. In 2020, we sponsored Marion Lessard.



©KEVIN CALIXTE

Since its inception, we have contributed to the **Prix de la danse de Montréal** by awarding, in collaboration with the City of Montréal, a \$25,000 prize to a creator who has made an outstanding contribution to dance. In 2020, choreographer/dancer Rhodie Désir was the recipient.



For nearly 15 years, we have been supporting composers of instrumental music with the \$10,000 **Prix André Gagnon**, presented at the **Fondation de la Société professionnelle des auteurs et des compositeurs du Québec** gala. In 2020, the prize went to saxophonist Yannick Rieu.



©ADRIAN MORILLO

We have been awarding the **Prix Robert-Cliche** for the past 10 years. It goes to the author of a noteworthy first novel and supports the emerging writer with a \$10,000 grant and publication of his or her novel by VLB éditeur, a Quebecor publishing house. Alexandre Michaud won in 2020 for his novel *Francis*.



For the past 15 years, we have been awarding the **Grand Prix Québécois du Festival international de la poésie de Trois-Rivières**, along with a \$10,000 grant. This award supports the work of the poets who make our language sparkle. Authors Martine Audet and Jean-Philippe Gagnon won in 2020.



©NORMAND HUBERDEAU

At the 35th **Grand Prix du Conseil des arts de Montréal** awards ceremony, we presented a \$5,000 award to Alchimies, Créations et Cultures, an organization that provides a window to the cultural diversity of the Arab world, in recognition of its contribution to Montréal's artistic vitality.



©MAXIME CÔTÉ

As a partner of the **Fondation du Centre des auteurs dramatiques**, we award the **Prix Gratien-Gélinas**, along with a cash prize for an emerging playwright and a grant for a theatre company to put on their play. In 2020, the award went to author Caroline Bélisle for her play *Les remugles*.



©ROXANE PAQUET PHOTOGRAPHE

OUR COMMITMENT TO THE ENVIRONMENT

ENVIRONMENT

A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

We support the fight against climate change and Québec's energy transition through initiatives such as our transportation electrification plan. We are reducing our environmental impact on a daily basis for a sustainable economy and future.



- **Support the fight against climate change** by reducing greenhouse gas emissions from our vehicles and buildings
- **Manage environmental risks proactively** and make sure our operations are compliant
- Work with the community and our suppliers to **preserve natural resources**
- **Recover, recycle and reuse waste**, for example through responsible end-of-life management of electronic devices



ENERGY MANAGEMENT

Electrification of transportation is a driver of innovation

To fight climate change and participate in Québec's energy transition to a more sustainable economy, we launched an action plan in January 2020 to accelerate the electrification of our vehicle fleet.

Ambitious three-pronged plan

1. Reassess the size of our fleet on an ongoing basis
2. Acquire new electric or hybrid vehicles to replace end-of-life gasoline-powered vehicles
3. Electrify our light trucks using innovative clean technologies.

Unique conversion process

We have developed an inventive process to electrify our light trucks. As electric vehicles in this class couldn't be purchased on the market, we took the lead and began transforming gas-powered trucks to electric using a unique technology developed in Québec.

Instead of disposing of a truck after eight years, we replace the gas engine with an electric motor and put it back on the road for another four years. After that, the electric motor can be installed in another truck and enjoy a second life.

It means the useful life of the trucks is increased by 50%.

A 100% electric fleet will reduce Quebecor's greenhouse gas emissions by more than 50%, the equivalent of 85,000 Montréal-Toronto flights for one person!

As of December 31, 2020, Quebecor and its subsidiaries had a fleet of:

- 48 all-electric, hybrid or converted vehicles
- 105 charging stations



The concrete impact of electrification

- Increase the useful life of our light trucks
- Reduce environmental impacts from the manufacture of new vehicles
- Capitalize on one of Québec's most valuable natural resources: clean, renewable hydroelectricity
- Reduce local air pollution
- Support Québec know-how

One of the largest private charging station banks in Canada

Videotron, which operates the bulk of Quebecor's vehicles, demonstrated leadership in 2020 by accelerating the electrification of its fleet. Under a Québec government pilot project, Videotron is setting up **one of the largest private banks of charging stations in Canada** at its facility located at 4545 Frontenac Street in Montréal. The project consists in adding 42 level 2 charging stations and one fast-charging station, connected to a powerful electrical infrastructure, to support full electrification of the vehicle fleet attached to Videotron's Frontenac Street depot.

Partnerships for sustainable mobility

To expand our commitment to sustainable mobility, we entered into several promising new partnerships and agreements related to electric transportation in 2020.

- Major partner of **Propulsion Québec**, Québec's smart and electric transportation cluster
- Member of **EV100**, a global initiative launched by The Climate Group, dedicated to accelerating business adoption of electric vehicles around the world between now and 2030
- Member of **Electric Mobility Canada**, a national non-profit association that works to accelerate the electrification of transportation in Canada



VIDEOTRON SETS UP ONE
OF THE LARGEST PRIVATE
CHARGING STATION
BANKS IN CANADA

Greenhouse gas emission offsets

In 2020, we offset the greenhouse gas emissions of our two aircraft through **COOP FA's Carbone Scol'Ère** exchange, an educational program that encourages elementary school students and their families to adopt new environmentally friendly habits.

We also used the **Carbone Scol'Ère** exchange to offset an additional 958.22 metric tons of CO₂ eq.

Actions to improve energy efficiency

In 2020, we pressed ahead with measures to improve the energy efficiency of our operations. Here are a few examples.

- Videotron signed on to the **Canadian Energy Efficiency Voluntary Agreement for Small Network Equipment** and committed to ensuring that 90% of its new modems, routers and other equipment meet stringent energy efficiency targets
- Making more efficient, less polluting carbon-dioxide-based cooling systems for mechanical rooms a standard clause in calls for tenders
- Gradually replacing the equipment in server rooms with air conditioners that can use outside air for cooling



QUEBECOR'S HEAD OFFICE
HAS ONE OF THE HIGHEST
AND LARGEST GREEN
ROOFS IN QUÉBEC



PRESERVING BIODIVERSITY

We have carried out a number of projects in recent years to green our workspaces, such as creating **urban vegetable gardens** for our employees and **planting trees at our sites**.

In 2020, **TVA Group** continued its urban vegetable garden project on the roof of its head office building in downtown Montréal. This urban agriculture initiative holds benefits for the building, increases biodiversity in a densely populated area of the city, supports pollinating insects and mitigates the effects of heat islands. The harvest from the green roof is mainly used in the building's cafeteria to create nutritious meals for employees.



Since 2017, we have also been a major partner of **A Tree for my Neighbourhood**, a campaign spearheaded by the Regroupement des écoquartiers and the Société de verdissement du Montréal métropolitain that has planted nearly 4,400 trees in Montréal. Trees in the city improve air quality, create cool islands and help fight climate change.

RESPONSIBLE WASTE MANAGEMENT

We recycle

The **We Recycle** program has been encouraging consumers to bring their obsolete electronic devices to **Videotron** points of sale since 2012. The objective is to reduce, reuse, recycle and recover in order to decrease the amount of waste diverted to landfills. Devices are recycled in partnership with Service d'intégration au travail – Mauricie, a community organization that promotes the integration of people with mental-health problems into the workplace and into society.

RESPONSIBLE PROCUREMENT

To continuously improve our responsible procurement processes, we continue focusing on concrete actions across all our subsidiaries. Here are a few examples.

- TVA Publications prints its magazines on FSC®-certified paper
- A supplier code of conduct has been incorporated into Videotron and Quebecor contracts
- Environmental criteria are factored into the design of Videotron's product packaging, such as the Helix equipment boxes which are made in Québec from recycled materials
- Videotron is a member of ECPAR, an organization that coordinates responsible procurement practices in Québec
- Videotron has identified its large-volume purchases with high environmental and social impact in order to prioritize them in its responsible procurement efforts

**IN LESS THAN 9 YEARS,
VIDEOTRON HAS COLLECTED
OVER 9.9 MILLION
ELECTRONIC DEVICES
FOR REUSE OR RECYCLING**



**DONNEZ-LEUR LA
DEUXIÈME VIE QU'ILS
MÉRITENT**



DÉCOUVREZ COMMENT



FOR MORE THAN
20 YEARS, OUR
BURSARIES HAVE
ENABLED STUDENTS
TO REALIZE THEIR
BUSINESS PROJECTS

ENTREPRENEURSHIP

A CULTURE OF AUDACITY

True to our entrepreneurial roots, we support the next generation of entrepreneurs and actively contribute to the creation and growth of companies with the innovative, sustainable solutions and business models that will shape the Québec of the future.

PIERRE PÉLADEAU BURSARIES A 20-YEAR TRADITION

The **Pierre Péladeau Bursaries** are a prime example of our commitment to the next generation of entrepreneurs. Created in honour of our founder, the great builder Pierre Péladeau, the grants have been helping students carry out their business projects for over 20 years.

The Pierre Péladeau Bursaries disburse a total of \$200,000 per year to support the development of Québec startups that offer innovative, sustainable solutions and business models. Often, they are built on technologies that will improve our quality of life and positively impact the environment. New businesses of this type are essential to the diversification of our economy and to Québec's growth and vitality in the years to come.

Support for emerging entrepreneurs, even in times of crisis

As we firmly believe in the need to encourage local businesses and local buying, especially in the midst of a crisis, we maintained the Pierre Péladeau Bursaries in 2020. In these times, it is particularly important for us to recognize the tenacious young entrepreneurs who will have an important role to play in Québec's economic recovery.

\$100,000 bursary

Boomerang

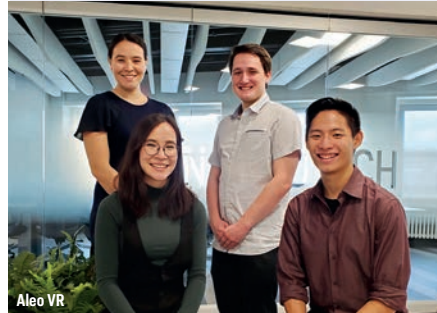
Basile Thisse, Mathieu Gauthier, Alexis Galand and Tanguy Conrad from Polytechnique Montréal and HEC Montréal have developed a project to fight food waste by collecting and making flour from the brewing residues that are usually dumped or composted by microbreweries, but which are full of untapped nutritional properties for human consumption.



\$50,000 bursary

Eyful

Michael Perreault and Sami Maarabouni of the École de technologie supérieure have developed eyeglasses that improve the vision of visually impaired people suffering from age-related macular degeneration.



\$35,000 bursary

Aleo VR

Caroline Bazinet, Catherine Bazinet, Alexis Maher and Charles Tétreault from Polytechnique Montréal and Université du Québec à Montréal have developed a virtual reality-based teaching tool for school-aged children with learning disabilities.

\$15,000 bursary

Évéa

Eva Roux and Eve Eilles from HEC Montréal have started a business based on the circular economy and sharing principles which rents out second-hand clothing for babies and young children.

Enhancements to the bursaries

We reaffirmed our commitment to the next generation of Québec entrepreneurs by enhancing the Pierre Péladeau Bursaries on the occasion of the program's 20th anniversary in 2018. The total amount awarded to the recipients was doubled to \$200,000 and a 4th bursary was added.

Since 1999

60+

businesses created in Québec with the support of the Pierre Péladeau Bursaries

\$2.3M

distributed to young entrepreneurs by Quebecor



Behind the scenes at startups

To give local entrepreneurs more exposure, we launched the podcast series **Sur un 10 cents** in the spring of 2021, in collaboration with QUB radio and *24 heures*. It highlights the boldness and creativity of the Québec entrepreneurs who have received support from the Pierre Péladeau Bursaries. The series pays tribute to their resilience in the course of their journey, and it is hoped that sharing their experiences will inspire other budding businesspeople to dare to develop their entrepreneurial spirit and realize their potential.

IN THE FIELD SUPPORTING THE LOCAL ENTREPRENEURIAL ECOSYSTEM

In addition to our own program to support the next generation of entrepreneurs, we partner with other organizations on the ground to raise the profile of local entrepreneurs.

We have been the major partner of **Expo Entrepreneurs** for the past 3 years. For the 2020 edition, we initiated a series of workshops led by innovation experts from the Quebecor family, including Videotron, Fibrenoire, Fizz, NumériQ, QUB radio and *Le Journal de Montréal*. They covered topics such as digital branding, mentoring and artificial intelligence with the aim of sharing knowledge, encouraging open discussion and promoting networking.

We also engage with the entrepreneurial community through **Startupfest**, the largest gathering for startups in Canada, of which we have been the presenting partner for almost a decade.



Expo Entrepreneurs 2020



Expo Entrepreneurs 2020

Culture d'ici gives entrepreneurs a boost

Our commitment to **entrepreneurial culture in Québec** was also at the heart of our **Culture d'ici** movement. With the support of our subsidiaries, we launched a string of initiatives to celebrate talented Québec entrepreneurs and promote local buying. For example, QUB radio and *Porte-Monnaie* joined forces to conduct a **buy local in Québec** campaign and our media outlets created a multiplatform advertising space dedicated to local businesses in order to support them in these challenging times.



1 million de km ensemble - Grand défi Pierre Lavoie

©JEAN-PIERRE ROBERT

WE SUPPORT OVER
400 ORGANIZATIONS
THROUGHOUT QUÉBEC

COMMUNITY

A CULTURE OF ENGAGEMENT

We believe community engagement means actively participating in the collective effort to promote education and self-realization for our young people, an active and healthy lifestyle for all, and an inclusive, egalitarian society that cares about the most disadvantaged.

BUILDING A HEALTHY AND COMPASSIONATE SOCIETY

In addition to being an active player in Québec's economic, social and cultural development, we attach great importance to our involvement in the community. Every year, we support more than 400 organizations across Québec.

In 2020, business support for the community was more important than ever. As always, we were determined to be there for the community. Social solidarity was a prime consideration in everything we did.

To help reduce food insecurity during the crisis, Quebecor and the Fondation Chopin-Péladeau joined forces with **Food Banks of Québec** in April 2020 to support **Cuisines Solidaires**, an initiative by **La Table des Chefs** to produce more than 1.6 million meals. TVA Group also helped them achieve their target by placing its Dock619 event venue and its team of chefs at their disposal.



Cuisines Solidaires

©OÉL LEMAY



«LORSQU'ON A REÇU BEAUCOUP,
IL FAUT DONNER BEAUCOUP»

- PIERRE PÉLADEAU



Meanwhile, as a major partner of the **CHUM hospital foundation**, we donated 150 Videotron mobile devices to the hospital's healthcare professionals to enable them to communicate with their patients while minimizing the risk of infection.

To help fight isolation, Videotron worked with the Québec government to provide 1,000 smartphones with unlimited data plans to **youth rehabilitation centres** and **long-term care facilities**.

Then, in May 2020, TVA was involved in developing, producing and broadcasting the television event **Une chance qu'on s'a**, in partnership with Télé-Québec and the Government of Québec. It raised **\$2 million for SOS violence conjugale** and **Les Petits Frères**, organizations that support domestic violence victims and isolated seniors.



PROMOTING PHYSICAL ACTIVITY, EVEN DURING THE CRISIS

During the lockdown, physical activity was more essential than ever to health and wellness. We maintained our commitment as a **partner in action of the Grand défi Pierre Lavoie**, which encourages Quebecers to get up, get moving and adopt a healthy lifestyle.

In June 2020, we promoted **1 000 000 de KM ensemble**, an event in which nearly 70,000 participants covered 2,057,136 km “together,” and we participated as a team, including our President and CEO Pierre Karl Péladeau, employees and their families, and many Quebecor talents and personalities from all parts of Québec. We also supported **La Grande marche**, which brought together over 150,000 people in October 2020.

Partnerships that celebrate diversity and promote inclusion

To contribute to social progress and help make our society more inclusive and egalitarian, we work with a number of organizations dedicated to promoting inclusion and cultural, gender, physical and intellectual diversity.



Quebecor has been a partner of The Muses: Performing Arts Center since 2017. The unique school offers professional arts training for people with disabilities.



Since 2014, Quebecor has been supporting the Fondation les petits trésors, an organization dedicated to the mental health of Québec children and teens.



As a major partner of the Vues d'Afrique international film festival since 2016, Quebecor is proud to help bring important works from Québec and abroad to audiences.



Centre culturel vietnamien du Canada



Fondation Sourdeine



Quebecor supports the Fondation Émergence in its fight against homophobia and transphobia.



Montréal International Black Film Festival



EVERY DAY, OUR
10,000 EMPLOYEES
SHOW THEIR
CREATIVITY AND
INNOVATIVE SPIRIT

EMPLOYEES

A CULTURE OF PERSONAL EXCELLENCE

At Quebecor, providing a stimulating work experience means giving our employees opportunities for hands-on participation in large-scale projects created for Quebecers. It means providing a balanced, open and inclusive environment, leveraging everyone's strengths and ideas, giving every person a chance to give their best, scale new heights and realize themselves within the Quebecor family.

Every day, the 10,000 employees who work for our subsidiaries 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.

10,454 employees

48% are **millennials**

44% have been with the organization for **5 to 15 years***

10,000+ **hours of training and talks** delivered to employees and managers by Campús Québecor

*Based on total employees with 5-10 years or 10-15 years seniority in all subsidiaries

SUPPORTING AND HARNESSING OUR TALENTS

Starting in spring 2020, we did all in our power to support our employees and help them face the challenges created by the COVID-19 crisis. We moved quickly to introduce measures and programs to protect our people, support them and equip them to deal with the new conditions.

Assistance and support for employees

The Québec government's suspension of business activities deemed non-essential in March 2020 curtailed the operations of many of our business partners and led to a significant slowdown at some of our subsidiaries. Unfortunately, we had to temporarily lay off approximately 1,000 employees, or 10% of our workforce.

To support and show loyalty to our people, we set up a **\$500,000 emergency fund** to provide immediate financial assistance to the Sports and Entertainment Group's employees, contributors and freelancers, who were the first to be affected by the crisis. In order to provide greater security for all affected employees at all our business units, we also set up a **financial assistance program that guaranteed employees up to 95% of their salaries**, in some cases.

BULLETIN DES EMPLOYÉS
Semaine du 6 avril 2020

QUÉBÉCOR

ÇA VA bien aller

Malgré la distance, restons connectés et unis en partageant nos bons coups, nos coups de cœur culturels et nos meilleurs conseils pour demeurer en forme, et surtout, en santé!

洗
手
場

NOS BONS COUPS

Vidéotron réussit tout un tour de force grâce à sa SWAT TEAM COVID!

Montréal, le 19 mars – Les équipes de Vidéotron Affaires ont branché le plus grand centre de dépistage de la COVID-19 au Québec! Nécessitant habituellement des travaux de 2 à 3 semaines effectués par plusieurs secteurs, elles ont réussi l'exploit en seulement quelques heures, mais non pas sans quelques rebondissements! L'histoire vous intrigue?

[Lire la suite »](#)

LE JOURNAL DES EMPLOYÉS
SEMAINE DU 1^{ER} SEPTEMBRE 2020

QUÉBÉCOR

LE 14 HEURES

C'est un rendez-vous à 14 heures toutes les deux semaines pour ne rien manquer de vos dernières nouvelles!

EN MANCHETTE

Bell vs TVA Sports: le CRTC donne encore raison à TVA

En août dernier, le CRTC a donné pour une deuxième fois raison à Groupe TVA en ordonnant au géant Bell d'offrir à ses abonnés la chaîne TVA Sports dans son forfait télé le plus populaire, comme elle le fait pour RDS, ou de retirer RDS de ce forfait. Depuis près de deux ans, plusieurs équipes de l'entreprise sont impliquées dans ce dossier afin que Bell se conforme aux règles de l'industrie et cesse de favoriser sa propre chaîne au détriment de TVA Sports et des téléspectateurs.

Parallèlement, Groupe TVA a entamé des procédures devant la Cour supérieure du Québec afin d'être indemnisé de dizaines de millions de dollars pour les préjudices causés par Bell. Dossier à suivre...

New employee newsletter to keep us connected

In April 2020, we launched the *Ça va bien aller* newsletter to stay connected and united despite the distance. Distributed to Quebecor's 10,000 employees each week, it allowed us to share successes, culture picks and tips for staying fit and healthy throughout the crisis. In view of its success with employees, the newsletter has been transformed into a permanent publication called *Le Journal 14 heures*.



Improved training for new realities

All Quebecor employees have been working from home since March 2020, with the exception of those whose presence is needed to provide essential services, such as telecommunications and news.

Accordingly, we enhanced our **Campus Quebecor** training and development program in order to better equip our employees and managers. In view of the new circumstances, we shifted to virtual training formats and added relevant new themes, such as managing teams working from home and connecting with peers remotely.

At the same time, to continue supporting our employees' professional development, we introduced new training sessions on priority topics for Quebecor, such as ethics, governance and data security for all hierarchical levels and all subsidiaries.

Back to the office with new ways of doing things

Since employees were working from home for the better part of 2020, a **telework policy and guide** was developed and distributed to regulate the practice. As we prepare to return to the office when the time comes, we have started thinking about how to reorganize our teamwork spaces in order to adapt to the new lay of the land and position ourselves for the future.

COMMENT RESTER CONNECTÉ AVEC SON ÉQUIPE MALGRÉ LA DISTANCE ?

GÉRER... TOUT SIMPLEMENT !
SUR DEMANDE

NOUVELLE FORMULE - MÊME PARTENAIRE

Nous sommes heureux de vous présenter notre programme de leadership adapté au contexte actuel.

- Sélection d'un ou plusieurs modules : selon VOS besoins !
- S'adresse à tous les gestionnaires, que vous ayez participé à « Gérer... tout simplement ! » ou non.
- Contenu pertinent et adapté à votre nouvelle réalité.
- Formations animées par Nathalie Miller, Présidente, Groupe 3.

STRATÉGIES GAGNANTES POUR MOBILISER ET RECONNAÎTRE À DISTANCE.



Exceptional Women

RESPECT, DIVERSITY AND INCLUSION ARE CORE PRIORITIES

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. In 2020, we continued our diversity and inclusion initiatives.

Partner in workplace mentoring program

Since January 2019, Quebecor has been participating, in partnership with the **Fondation Les Petits Rois**, in an on-the-job mentoring program designed to ease the path to independence for young people with slight to severe intellectual disabilities.

Exceptional women: inspirational panel discussion

As part of the **Exceptional Women** initiative launched by Quebecor in 2019, employees of all subsidiaries were invited to an exclusive panel discussion featuring two inspiring and assertive women leaders: France Lauzière, President and CEO of TVA Group, and Sylvie Lalande, Vice-Chair of the Board and Lead Director of Quebecor. The moderator was Marie-Claude Barrette. The purpose of this talk was to highlight and inspire female leadership, a goal Quebecor takes to heart.



Exceptional Women

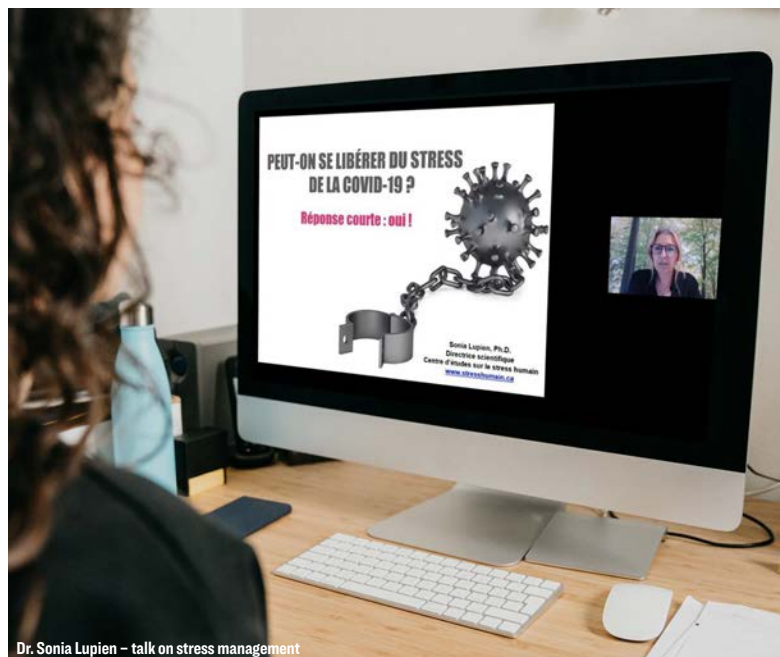
Women are strongly represented at Quebecor and its subsidiaries

	% of employees	% of management	% of management committee
Quebecor	63%	45%	37%
TVA Group	49%	54%	33%
Sports and Entertainment Group	41%	55%	29%
Videotron	30%	29%	20%
Books, Newspapers and Digital divisions	48%	60%	47%

OCCUPATIONAL HEALTH, SAFETY AND WELLNESS

Health and wellness program launched

In January 2021, we launched a **health and wellness program** to strengthen our employee support in the areas of psychological, financial, social and physical health. The program is available at all subsidiaries and consists of a set of initiatives and practical tools including a full range of professional resources and assistance for employees and their families. It also offers a wide selection of activities such as psychological health webinars, ergonomic training for teleworkers, healthy eating workshops, practical financial tips, online exercise classes and videos about work-life balance.



Dr. Sonia Lupien – talk on stress management



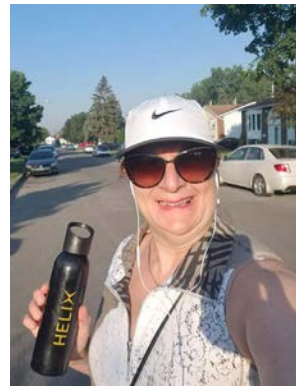
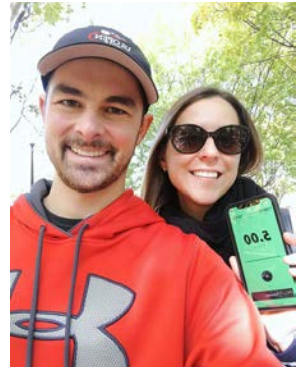
Pierre Lavoie – talk on resilience

PROGRAMME

santé+mieux-être



EMPLOYEES IN ACTION IN THE FIELD



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 and Risk Management 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 through discussions with shareholder and investor advocacy groups, especially on governance issues. The Corporation's shareholders' meetings had to be held in virtual mode in 2020 and 2021, but shareholders were invited to submit their questions in advance or at the meeting.

GENDER DIVERSITY

In 2018, the Board of Directors adopted a written policy on candidate selection and set a target of at least 40% female representation on the Board by 2020. That target was achieved in 2019, with 44% female representation, and maintained in 2020. A number of women currently hold leadership positions within the Corporation and its subsidiaries, and the succession planning process will ensure strong female representation both in senior management and on the Board in the future. As of December 31, 2020, women made up 40% of the management committees of the Corporation and its subsidiaries.

ORIENTATION AND CONTINUING EDUCATION

Senior managers make regular presentations to the Board of Directors about Quebecor's main business segments and anticipated trends in its major lines of business. Directors attend the Board's strategy days, where the key orientations and strategic plans of Quebecor and its subsidiaries are presented and approved.

RISK MANAGEMENT

The Audit and Risk Management Committee reviews the principal risks identified by management and the effectiveness of risk mitigation measures. In the performance of its duties, it receives regular assessments from management of potential risks for Quebecor and its subsidiaries. The Audit and Risk Management Committee reports on risk management regularly to the Quebecor Board of Directors.

BOARD OF DIRECTORS AND OFFICERS OF QUEBECOR INC.

Board of Directors

Chantal Bélanger¹
Corporate Director

André P. Brosseau^{1,2}
Chair of the Board and Chief Executive Officer,
Du Musée Investments Inc.

Michèle Colpron¹
Corporate Director

Lise Croteau²
Corporate Director

Sylvie Lalande²
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 Human Resources and
Corporate Governance Committee, 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 Publication Alpha inc.

Normand Provost¹
Chair of the Audit and Risk Management 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

¹ Member of the Audit and Risk Management Committee

² Member of the Human Resources and Corporate Governance Committee

BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR MEDIA INC.

Board of Directors

Chantal Bélanger¹
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 Croteau²
Corporate Director

Sylvie Lalande²
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 Human Resources and
Corporate Governance Committee, TVA Group Inc., and
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Cie de Publication Alpha inc.

Normand Provost^{1,3}
Chair of the Audit and Risk Management Committee,
Quebecor Inc. and Quebecor Media Inc., and
Corporate Director

¹ Member of the Audit and Risk Management Committee

² Member of the Human Resources and Corporate Governance Committee

³ Member of the Executive Committee

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, Books and Magazines,
Quebecor, 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
Senior Vice-President and Chief Advertising Officer

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

