



# Together, let's drive change

CORPORATE  
SOCIAL  
RESPONSABILITY  
2021

LA culture  
DU possible  
QUÉBECOR

# LA culture DU possible

QUÉBECOR

## TOGETHER, LET'S DRIVE CHANGE

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 build 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.

# \$27M+

Value of donations and sponsorships in 2021,  
almost half of it dedicated to culture

# 135h+

of activities offered  
to our employees  
through our Health  
and Wellness Program

# 400+

ORGANIZATIONS  
supported across Québec

# \$40M

donation from Quebecor and  
the Fondation Chopin-Péladeau  
to Université de Montréal to  
support the next generation of  
Québec entrepreneurs

# 100%

Our fleet electrification  
target for 2030

# 1.41%

Proportion of Quebecor's adjusted  
EBITDA allocated to donations  
and sponsorships

## 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.

### DOZENS OF EVENTS SUPPORTED ACROSS QUÉBEC

The challenges of the COVID-19 crisis did not prevent Québec's artists from performing for rapt audiences. Although many events and shows were cancelled again in 2021, we were able to bring the talent, diversity, and richness of our culture to Quebecers, in town and country, through our partnerships.



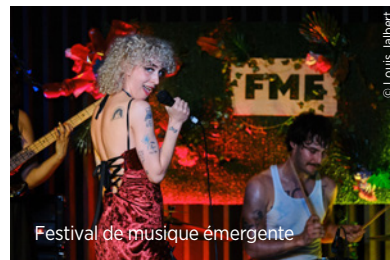
Louis-Jean Cormier at Festival en chanson de Petite-Vallée



Festival Stradivaria

### Music festivals

- Festival en chanson de Petite-Vallée
- Festival de la chanson de Tadoussac
- Festival de musique émergente (Abitibi-Témiscamingue)
- Festival de la poutine de Drummondville
- Festival Artefact (Vaudreuil-Dorion)
- Festival Stradivaria (Laurentides)
- Festi Jazz international de Rimouski



Festival de musique émergente



Festival de la chanson de Tadoussac



*Almost 50% of Quebecor's philanthropic contributions went to help develop and support more than 100 cultural organizations and events across Québec.*



Festival du nouveau cinéma

© Eric Carrière



Théâtre du Rideau Vert

© François Laplante-Delage



Sibyllines

© Ulysse Del Drago

### Theatre seasons

- Théâtre du Rideau Vert
- Théâtre La Bordée
- La Chapelle
- Théâtre Aux Écuries
- Premier Acte
- Sibyllines
- Simoniaques Théâtre
- Usine C

### Film festivals

- Festival du nouveau cinéma
- Festival Fantasia
- Vues d'Afrique



International First People's Festival

© Pascale Méthot

### Other events

- Sand castle contest and Festival international Contes en Îles (Magdalen Islands)
- Camp chanson Québecor de Petite-Vallée
- Week-ends de la chanson Québecor (Montréal)
- Baie-Comeau : D'aventure et de culture
- Prix d'excellence en français Gaston-Miron award ceremony, organized by the Société nationale des Québécoises et Québécois, Laurentians region
- Les Correspondances d'Eastman
- Trois-Rivières International Poetry Festival
- *Picasso*. Figures exhibition at the Musée national des beaux-arts du Québec
- Canadian Music Competition (65 cities across the country)
- International First People's Festival
- Les Dames du Lac (Tremblant)

### Major campaigns to support artists and the French language

We continued our long-standing partnership with the **Fondation des artistes** to support hundreds of artists, who were hard hit by the repercussions of the pandemic in 2021. We provided financial support and conducted our first awareness-raising campaign for the cause.

We also supported the Ne perds pas ton français campaign mounted by the **Fondation pour la langue française** to curb the trend towards the use of Anglicisms at work and at home.

## GRANTS TO SUPPORT QUÉBEC ARTISTS

To support the arts, we award numerous grants and prizes every year to both well-established and emerging artists on Québec's cultural scene.

### Montréal international music competition

To support the next generation of professional musicians, to help them earn recognition in the international artistic community, and to make classical music accessible to as many people as possible, we fund the \$15,000 Prix Pierre-Péladeau et Raymonde-Chopin in the piano section of the Concours musical international de Montréal. In 2021, the winner was Yoichiro Chiba of Japan.



Concours musical international de Montréal



Festival international de la poésie de Trois-Rivières

### Conseil des arts de Montréal grand prize

At the 36th Grand Prix du Conseil des arts de Montréal award ceremony, we presented, in partnership with the National Theatre School of Canada, a \$10,000 purse to Nigra Iuventa, the winner of the equity award, in recognition of their work in curating art and addressing complex issues at the local level.

### Trois-Rivières International Poetry Festival

For more than 15 years, we have been awarding the Grand Prix Québécois, in collaboration with the Trois-Rivières International Poetry Festival, to support the work of the poets who make our language come alive. The award is accompanied by a \$15,000 purse. At the Festival's 37th edition in 2021, Hugues Corriveau won the prize for his collection *Jardin-cendre*.

### Gratien-Gélinas award for drama

As a partner of the Fondation du Centre des auteurs dramatiques, we award the Prix Gratien-Gélinas to an emerging Francophone playwright, accompanied by a cash prize for the writer and a grant for a theatre company to mount their play. In 2021, Marie-Hélène Laroche-Truchon received the award for her play *Le Jardin d'Éden*



Diane Gistal - Nigra Iuventa

### André-Gagnon award for composition

For nearly 15 years, we have been supporting composers with the \$10,000 Prix André-Gagnon for instrumental music, presented at the Fondation de la Société professionnelle des auteurs et compositeurs du Québec (SPACQ) gala. In 2021, the recipient was violinist Angèle Dubeau.

### Prix Robert-Cliche, presented by Quebecor

For more than 10 years, we have been sponsoring the Prix Robert-Cliche for the author of a noteworthy first novel. It comes with a \$10,000 prize and publication of the novel by VLB éditeur, a Quebecor publishing house. In 2021, Paul Serge Forest won for his novel *Tout est ori*.

### Festival du nouveau cinéma

At the 50th edition of the Festival du nouveau cinéma, the Louve d'Or, presented by Quebecor, accompanied by a \$15,000 purse, went to Sebastian Meise for *Great Freedom*, selected as the best feature film in the international competition.

### Literary prize for college students

In association with the Réseau intercollégial des activités socioculturelles du Québec, we support the activities surrounding the Prix littéraire des collégiens, a literary prize awarded each year by Québec junior colleges to raise student interest in current Québec literature.



### Festival for emerging artists

To help advance the professionalization of emerging artists, Quebecor has partnered with Festival Vue sur la relève for more than 15 years and is the presenter of the "Coups de Pouce" evening, at which some 50 cultural industry players, including MATv and QUB musique, give a participant of their choice a prize to support their career development. Quebecor also supports the artists directly by contributing to the fee they receive for appearing at the Festival.



### Ma première Place des Arts competition

Ma première Place des Arts is a contest that gives performers and singer-songwriters their first real taste of professional performance. It has served as a springboard for many emerging artists, providing them with television exposure and mentoring. At the 27th edition in 2021, MATv presented a \$500 prize to one contestant in each category.

### Montréal dance prize

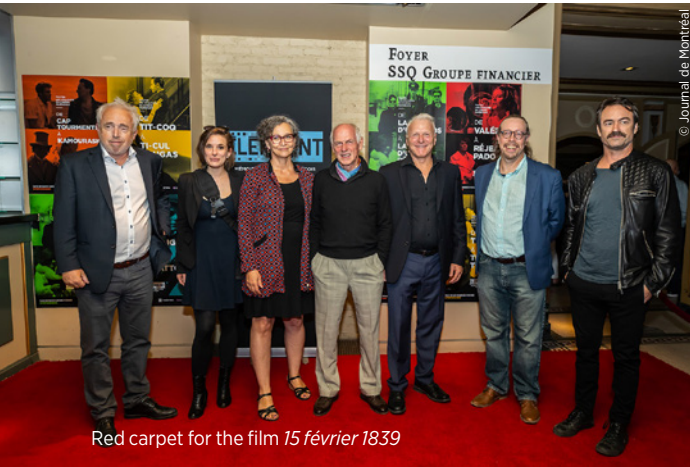
We have been contributing to the Prix de la danse de Montréal since its inception by awarding, in collaboration with the City of Montréal, a \$25,000 prize to a creator who has made an outstanding contribution to dance. In 2021, the prize went to choreographer, performer, director, and author Mélanie Demers.

### Darling Foundry

Since 2016, we have sponsored an artist's studio at the Darling Foundry to allow a Montréal artist-in-residence to focus on their work and their craft. In 2021, we sponsored Frances Adair McKenzie.

# 240+

Québec films digitized  
by *Éléphant* since its creation.



Red carpet for the film *15 février 1839*

## ÉLÉPHANT: THE MEMORY OF QUÉBEC CINEMA

In 2007, we launched **Éléphant: The Memory of Québec Cinema** to preserve Québec's film heritage and make it accessible. 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 available to the general public.

Since it began, we have spent **the equivalent of more than \$40 million** developing and promoting *Éléphant*, which makes it 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.

In 2021 *Éléphant* restored  
7 feature films and the last  
9 episodes of the series  
*Le son des Français d'Amérique*.

## 50TH ANNIVERSARY OF ACPAV

Film production co-op ACPAV (Association coopérative de production audiovisuelle) celebrated its 50th anniversary in 2021. To mark the occasion, *Éléphant* completed the restoration of one of Pierre Falardeau's most important films: *15 février 1839*. On September 9, a dozen members of the film's cast and crew, and members of the filmmaker's family, attended the screening of the film at the Imperial Cinema.

## ELEPHANT RESUMES MONTHLY SCREENINGS ON THE BIG SCREEN

In February 2021, *Elephant* was able to resume its monthly film night on the big screen at the Cinéma-thèque québécoise for several months, and present 11 restored films. Movie buffs couldn't have been happier!



On October 26, the restored version of Denis Villeneuve's second feature film, *Maelström*, was screened before a full house at the Cinéma-thèque québécoise, with the renowned director in attendance.



In June, *Éléphant* presented *Madame Brouette*. Rock Demers was in the theatre for the screening, a few weeks before his death.



### THREE SCREENINGS AT OUR PARTNER FILM FESTIVALS

Éléphant again partnered with the Fantasia International Film Festival to show two newly restored feature films on the big screen: *Yes Sir! Madame...* (1994), a cult classic by Robert Morin, and *Finalement...* (1971), a little-known work by Richard Martin set against the music scene of the period. The first Québec feature film directed by a woman, *La vie rêvée* (1972) by Mireille Dansereau, was screened at the Festival du nouveau cinéma.

#### Preserving the history of Québec theatre

Quebecor has partnered with **Rappels** to keep the history of Québec theatre alive and support the organization's work. Rappels is creating an inventory of the history and archives of professional theatre in Québec going back to 1948.

## ENVIRONMENT

### A CULTURE OF ENVIRONMENTAL RESPONSIBILITY

**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. We are supporting the energy transition and the fight against climate change through efforts such as our vehicle fleet electrification plan in order to build a more prosperous, greener, and more sustainable Québec for all.**

### Our commitment to the environment

#### Action on 4 fronts

- **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 with acts and regulations.
- Work with the community and our suppliers to **preserve natural resources**.
- **Recover, recycle, and reuse waste**, among other things, through responsible end-of-life management of electronic devices.

#### 4 key programs

Our environmental strategy is based on effective programs that address the main impacts of our operations:

- Greenhouse gas emissions: *Québecor 100% électrique*
- End-of-life electronics: *We Recycle*
- Film and television production: *Rolling Green*
- Events: *GesteVert*





## FIGHTING CLIMATE CHANGE

Always a trailblazer, Quebecor cares about its economic, social, and environmental impact. We are committed to fighting climate change and being part of Québec's transition to a sustainable energy economy.

Since 2012, we have been tracking our greenhouse gas emissions and reporting them to the Carbon Disclosure Project.

Greenhouse gas emissions in tonnes of CO <sub>2</sub> eq			
	2019	2020	2021
Scope 1 emissions	13,824	14,853	11,495
Scope 2 emissions	251	219	216
Scope 1 and 2 emissions combined	14,075	15,072	11,711

To continuously improve its efficiency, Videotron recently set up a centre of expertise to deal with the most complex service calls. Its staff has successfully resolved 8,05% of cases remotely, reducing trips by technicians. As a result, more than 980,000 km of travel were eliminated in 2021, which comes to 350 tonnes of CO<sub>2</sub> eq.

## GREENHOUSE GAS EMISSIONS: WE DRIVE ELECTRIC

In January 2020, we launched *Québecor 100% électrique*, an action plan that will ultimately cut our greenhouse gas emissions to 50% of current levels. It has three main components:

- Reassess the size of our fleet on an ongoing basis
  - Acquire new electric or hybrid vehicles to replace end-of-life gasoline-powered vehicles
  - Electrify our light trucks using innovative clean technologies
- Our efforts are bearing fruit: the number of electric, hybrid, or converted vehicles and charging stations at Quebecor and its subsidiaries has been growing steadily.



## Number of electric, hybrid, converted, or hydrogen vehicles and charging stations

	2019	2020	2021
Electric, hybrid, converted, or hydrogen vehicles	30	48	86
Charging stations	50	105	108

*The goal of the ambitious plan is to electrify the entire fleet of some 1,000 cars and light trucks operated by Quebecor's subsidiaries, including Videotron and TVA Group, by 2030.*

## JOINING FORCES TO BOOST SUSTAINABLE MOBILITY

Quebecor is proud to be part of the flourishing sustainable mobility ecosystem. We have taken our commitment an extra step by partnering with a variety of organizations and initiatives to support the electrification of transportation across Québec’s business community.



For the second year in a row, Quebecor contributed to the IMPULSION MTL International Fleet Forum, organized by Propulsion Québec. It’s an important event for Québec’s electric transportation ecosystem where players from different backgrounds who want to be part of Québec’s energy transition share their expertise and vision.



Stéphane Labrecque, Fleet Director at Quebecor

### Educational program offsets greenhouse gas emissions

In 2021, we offset the equivalent of 958 tonnes of CO<sub>2</sub> eq, the equivalent of all of MELS’ greenhouse gas emissions in 2020, through our partner COOP FA’s Carbone Scol’Ère exchange, an educational program that encourages elementary school students and their families to adopt environmentally friendly habits.

## CONCRETE ACTION TO IMPROVE OUR ENERGY EFFICIENCY

In 2021, we pressed ahead with measures to further improve the energy efficiency of our operations. Here are a few examples:

- Server room equipment is being gradually replaced with air conditioners that can use outside air for cooling and automated lighting systems are being installed;
- Videotron is honouring its commitments under the Canadian Energy-Efficiency Voluntary Agreement for Set-top Boxes and the Canadian Energy-Efficiency Voluntary Agreement for Small Network Equipment. Ninety percent of its new set-top boxes and small network equipment meet stringent energy-efficiency targets;
- Our servers are being virtualized, yielding energy savings compared with conventional physical servers.

*Quebecor is proud to conduct its business using mainly energy from renewable sources with a low carbon footprint*

### Energy consumption by Quebecor and its subsidiaries

	2018	2019	2020
Energy consumption in MWh	<b>308,540</b>	<b>314,435</b>	<b>298,666</b>
Percentage of energy from renewable sources	<b>82%</b>	<b>83%</b>	<b>84%</b>

## PRESERVING BIODIVERSITY

As a business that cares about quality of life, we want to do our part to help create green spaces and preserve biodiversity. In recent years, we have implemented a number of urban agriculture projects.

In 2021, TVA Group continued its urban vegetable garden project on the roof of its head office building in downtown Montréal, increasing biodiversity in a densely populated neighbourhood and mitigating heat-island effects. Last summer, two beehives were added to the project, bringing more pollinators to the neighbourhood.



*In 2021, approximately 12 kg of beans, hot peppers, kale, rhubarb, and herbs were harvested and used in the TVA cafeteria to create nutritious meals for employees and 200 jars of honey were produced.*

To encourage our employees to follow suit and green their environment, we offered workshops on environmentally responsible urban agriculture led by MicroHabitat. They covered the main principles of urban agriculture, from seeding to putting the garden to bed for winter, as well as the benefits for humans and nature.



Green roof on Quebecor's head office

## INCREASING MONTRÉAL'S LEAF AREA INDEX

For the Montréal area, increasing the leaf area index will be key to fighting and adapting to climate change. In 2021 Quebecor, a long-time partner of Soverdi, stepped up its involvement by joining the **Comité des leaders de la forêt urbaine**, a group of seven major Montréal companies actively involved in greening the city.

We also continued to be a major partner in Soverdi's *A Tree for my Neighbourhood* campaign. In 2021, nearly 4,500 trees were planted in Montréal as a result of the campaign, helping to improve air quality, create cool islands and fight climate change.

## RESPONSIBLE PROCUREMENT

To continuously improve our responsible procurement processes, we continued focusing on concrete actions at 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

## WASTE MANAGEMENT



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 society.

Since its launch 10 years ago, *We Recycle* has collected over 10 million electronic devices and accessories for reuse or recycling.

### Preloved Phones from Fizz are good for the planet

In February 2021, the Fizz brand introduced Preloved Phones. Customers can choose from a selection of up to 25 models from different brands that have been rigorously inspected to ensure their condition and quality. In addition to reducing the environmental impact caused by equipment manufacture, this option saves money for the customer. Since launch, 27% of our customers have chosen to give our planet and their wallets a break.

## ROLLING GREEN PROMOTES ENVIRONMENTAL RESPONSIBILITY ON FILM SETS

In 2021, Quebecor began implementing the Rolling Green program, in collaboration with its TVA and MELS subsidiaries, the Quebec Film and Television Council (CFTC) and the Conseil québécois des événements écoresponsables (CQEE). Rolling Green is a unique program that promotes environmentally responsible practices at all stages of audiovisual productions filmed in Québec.

*L'académie du guide de l'auto*, a production broadcast on TVA and TVA Sports, became the first green television program to obtain the Excellence certification, the highest level possible.

As a major player in the film and television industry, Quebecor is helping to improve practices and it has become a leader in environmentally responsible audiovisual productions.



Pierre Moreau, General Manager of the QFTC, Caroline Voyer, Executive Director of CQEE, Pierre Karl Péladeau, President and CEO of Quebecor, and Valérie Plante, Mayor of Montréal, at the announcement in April 2021.

### Environmentally and socially responsible events

Long recognized for its expertise in responsible event organization and management, **GesteV** continues to prioritize its **GesteVert** program, based on Bureau de normalisation du Québec (BNQ) standards for responsible event management and on local and international industry best practices.

For example, runners in the 2021 Lévis Half-Marathon, organized by GesteV, had the option of making a carbon offset donation to **Carbone Scol'Ère**, which was subsequently matched by the organization. A total of more than 110.84 tonnes of CO<sub>2</sub> eq were offset, equivalent to planting 820 trees.

# 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 the companies with the innovative, sustainable solutions and business models that will shape the Québec of the future.**

### **HISTORIC GIFT TO UNIVERSITÉ DE MONTRÉAL**

In February 2022, Quebecor and the Fondation Chopin-Péladeau announced a major joint \$40 million donation, split 50-50, to Université de Montréal to support the emergence of the next generation of entrepreneurs. The money will be used to fund Millénium Québecor, a comprehensive entrepreneurship awareness, training, and support program, and to construct the Pavillon Pierre-Péladeau, a state-of-the-art building named in honour of Quebecor's founder.



*The Pavillon Pierre-Péladeau will house the Millénium Québecor program and the future Centre d'innovation de l'Université de Montréal.*

The Millénium Québecor program will give student entrepreneurs a chance to receive specialized training in entrepreneurship and to draw on the support of a team of experts to help them turn their business ideas into reality. A start-up assistance fund will also be established, with financial support from Quebecor. The program will embrace all forms of entrepreneurship, including non-profit organizations and social entrepreneurship.

The Fondation Chopin-Péladeau is a private family foundation of which Pierre Karl Péladeau is president. It is named after his parents, Raymonde Chopin and Pierre Péladeau.



Daniel Jutras, Rector of UdeM, and Pierre Karl Péladeau, President and CEO of Quebecor and President of the Chopin-Péladeau Foundation, with UdeM students Camille d'Anjou, co-founder of Vocabie, and Marie Péladeau, Pierre Karl Péladeau's daughter.

*"My father, Pierre Péladeau, was fully invested in Québec's social and economic development. This partnership continues his mission and sends a message of support to a whole new generation of even more daring and innovative entrepreneurs."*

— PIERRE KARL PÉLADEAU,  
PRESIDENT AND CEO OF QUEBECOR

## **ASTERX: A NEW START-UP VENTURE CAPITAL UNIT**

Quebecor expanded its entrepreneurial activities in 2021 with the unveiling of its venture capital unit, which supports start-ups that have the potential to stimulate innovation in Quebecor's lines of business and for society as a whole.

We are providing resources and sharing expertise with entrepreneurs who are developing innovative solutions based on sustainable business models, management practices and governance principles. In addition to financial criteria, the Pierre Péladeau Bursaries and the asterX venture capital fund apply a rigorous selection process informed by Quebecor's culture of social impact.

*asterX serves as a strategic ally in the development of Québec start-ups by giving them upstream local commercial validation.*



Pierre Karl Péladeau and Pelra Azondekon

*"2021 was a record year for venture capital investments, but there are still very few big players in this field in Québec and Canada. Yet this type of investor is needed to support the growth of our innovation ecosystem and bring it to the next level."*

— PIERRE KARL PÉLADEAU,  
PRESIDENT AND CEO OF QUEBECOR

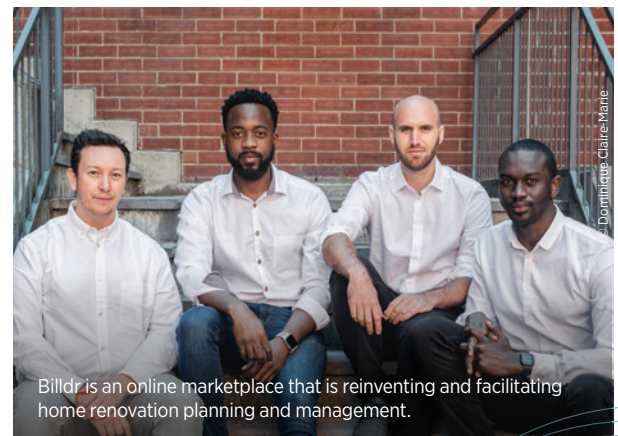
In 2021, Quebecor invested millions of dollars in a dozen innovative start-ups in various fields, from advertising tech to medical devices.

By backing **Arcadia.tv**, Quebecor is concretely supporting the development of a promising start-up that uses technology to let people test their skills and improve their mental and physical well-being.



Arcadia.tv is developing metaverse sports to offer a unique immersive experience with fully athletic and physical video games.

Our expertise in web marketing and digital media is an important asset for **Billdr** as the company executes on its strategic plan and continues its fast-paced growth.



Billdr is an online marketplace that is reinventing and facilitating home renovation planning and management.

## PIERRE PÉLADEAU BURSARIES: ALLIES FOR UNIVERSITY ENTREPRENEURS IN QUÉBEC

The Pierre Péladeau Bursaries reward university students who take risks by starting their own businesses. They distribute a total of \$200,000 in financial support per year to help students start up a business, carry out their business plan, and develop their products and markets.

The selected start-ups offer sustainable solutions and innovative business models, two essential factors for Québec's growth and vitality. Often, they are based on technologies that will improve our quality of life and positively impact the environment.

### **\$100,000 bursary:** **Statera Medical**

Frédéric Plourde and Samuel Bourdon of the École de technologie supérieure and Polytechnique Montréal have developed next-generation orthopedic prostheses that restore full mobility in patients suffering from arthrosis or torn muscles and need total shoulder joint replacement.

**\$50,000 bursary: Ethnocare**  
Louis-Philippe Garneau, Marc-Antoine Malouin-Lizotte, and Vincent Breton of Université Laval and HEC Montréal have developed high-performance prostheses that use sport technologies to enable amputees to lead more active lives.

### **\$35,000 bursary:** **ORA Médical**

Sarah Lambert, Marie-Pier Michaud, Guillaume Jones, and Louis St-Pierre of Polytechnique Montréal have improved home rehabilitation therapy for disabled children by means of an innovative walking aid with a unique partial weight support technology.

### **\$15,000 bursary: Hélis**

Samantha Bellamy and Steve Alliance of Université du Québec à Montréal are using artificial intelligence to foster inclusion in the workplace, reduce inequalities, promote economic growth, and provide decent jobs for all. Their solution can be used to audit a company's diversity profile, analyze recruitment campaigns, and detect potential unconscious bias.



**Statera Medical - \$100,000 bursary**



**Ethnocare - \$50,000 bursary**



**ORA Médical - \$35,000 bursary**



**Hélis - \$15,000 bursary**

Since 1999

**\$2.5M**  
in bursaries

**50+**

start-ups that received support are still in business

**\$250M+**

in financing raised by start-ups that received bursaries in the past

# 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.



Grand défi Pierre Lavoie

### VERY ACTIVE PARTNER OF LE GRAND DÉFI PIERRE LAVOIE

In view of the benefits of an active lifestyle on physical and mental health, 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 2021, Quebecor publicized and participated in **1 million de km ensemble**, an event in which 220,893 cyclists rode 3,057,264 km “together.” Our team, which included our President and CEO Pierre Karl Péladeau, employees and their families, and many Quebecor talents and personalities from all parts of Québec, showed great spirit and drive. We were also proud participants in **La Grande marche**, which drew nearly 135,000 people in October 2021.



### PIERRE PÉLADEAU AUDITORIUM OPENS AT THE CHUM HOSPITAL

Three years after Quebecor announced a \$15 million donation to the Fondation du Centre hospitalier de l'Université de Montréal (CHUM), we were proud to attend the official opening of the **Amphithéâtre Pierre-Péladeau** on June 10, 2021. Named in honour of our founder, the educational and knowledge-sharing facility embodies the humanistic vision and cultural and social values that were his legacy to his family and to Québec society.







### Montréal Pride: Together for all

Since 2015, Quebecor has partnered with Montréal Pride, one of the largest French-language 2SLGBTQI+ festivals in the world, to celebrate and promote the rights of communities of sexual and gender diversity. Thousands of people attended the Pride Parade on August 15, 2021, drawing attention to the problems of violence and discrimination experienced by these communities, and this year highlighting the cause of indigenous peoples and two-spirit people.

### Making outdoor spaces more accessible

Since the summer of 2021, the Baie de Beauport Sun Life beach, managed by GesteV, has been accessible to people with reduced mobility. A carpet laid on the sand makes it possible for wheelchairs to go down to the water.



## PARTNERSHIPS FOR DIVERSITY AND 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.

### \$1 million donation to the Fondation Autiste & majeur

Embracing differences to enable every human being to thrive, as they are, is an important form of community engagement for Quebecor. We donated \$1 million to the Fondation Autiste & majeur, created by Charles Lafortune and Sophie Prigent to support adults with Autism Spectrum Disorder (ASD). The foundation was also featured in the docuseries *Autiste, bientôt majeur* and *Autiste, maintenant majeur*, broadcast on MOI ET CIE. The money will be used to fund the development of day centres across Québec to improve the quality of life of young adults with ASD and their parents.

### Breaking down the isolation of seniors

Since the COVID-19 pandemic broke out, the work of Les Petits Frères, an organization that supports isolated seniors in Québec, has been more important than ever. Quebecor was very happy to team up with the organization to present the fundraising event *Avec vous, jusqu'au bout*, featuring prominent performers such as France Castel, Michel Rivard, Véronic DiCaire and Guylaine Tremblay. It was webcast live on October 1, 2021, the International Day of Older Persons.

### Other partnerships to support our community

- Le Chaînon
- Fondation des soins palliatifs à domicile
- Maison Dauphine
- Tel-jeunes
- Association québécoise de prévention du suicide
- Canadian Red Cross

# 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, capitalizing on 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, nearly 10,000 employees are on the job at our subsidiaries. Every day, they display outstanding creativity, innovative thinking, agility, and teamwork, pooling their ideas and their strengths, going the extra mile to satisfy their customers and develop their own potential.

### PROGRAMME

santé+mieux-être



### HEALTH AND WELLNESS ARE CORE PRIORITIES

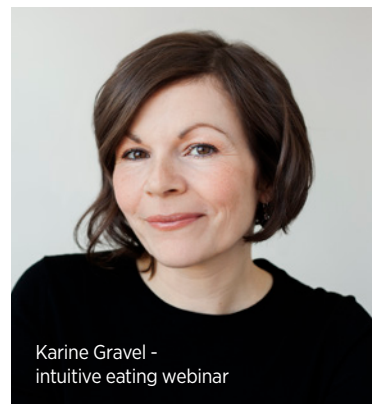
To encourage employees at all our subsidiaries to adopt a healthy lifestyle, we enhanced our Health and Wellness Program, which covers physical, psychological, financial, and social health. The support was particularly welcome during the pandemic.

**A few examples of resources and activities for employees:**

- Full range of free professional services and practical tools
- Cooking workshops with Hugo Saint-Jacques, executive chef at Zeste
- Financial videos with Pierre-Olivier Zappa, finance and business reporter and broadcaster
- Webinars on intuitive eating
- Webinars on mental health
- Online physical fitness classes from Olympe: more than 2,800 participations and more than 135 hours of exercise videos

### Policies that meet the needs of employees and the company

- A **Telework Policy** was implemented at some subsidiaries in the fall of 2021. It sets rules for working from home (permanently, occasionally, or in hybrid mode), while ensuring business continuity, quality work, and flexibility for employees.
- A **harassment and violence in the workplace policy** was introduced in May 2021 at Quebecor entities under federal jurisdiction, i.e., Videotron and TVA Group, in collaboration with the unions. The goal is to prevent all forms of harassment and violence, and to deal effectively with incidents.
- A **COVID-19 vaccination policy** was rolled out in early 2022 across Quebecor companies. Under the policy, all persons who need to enter any facility of Quebecor or one of its subsidiaries, participate in any of its activities, be in direct contact with clients, or work outside the home must be adequately protected against COVID-19, as defined by public health entities.



Karine Gravel -  
intuitive eating webinar



My Linh Diep -  
mental health webinar



Hugo Saint-Jacques - cooking videos



## DEVELOPING EMPLOYEES' SKILLS

We want our people to make the most of their talents. Our **Campus Québecor** professional development program offers a wide array of training courses for all subsidiaries and all hierarchical levels.

In view of the pandemic, we shifted to virtual courses and added relevant new topics, such as managing teams working from home, connecting with peers remotely, managing Microsoft 365 tools and applications, health, ethics, governance, and information security.

*In 2021, more than 10,000 hours of virtual training and lectures were dispensed to employees and managers at all our subsidiaries.*

### Training in information security for our teams

To give all our employees, especially those working from home, the tools they need, mandatory training in privacy protection and cybersecurity was offered several times during the year, in addition to virtual meetings on the topic.

Since information security is a priority, our corporate policy provides for equipping our employees to actively contribute to protecting Quebecor's information assets.

## AN INCLUSIVE WORKPLACE

We are committed to creating a respectful, equitable and inclusive environment for all. All employees are treated equally regardless of gender, culture, religion, disability or sexual orientation.

## RECOGNIZING WOMEN'S LEADERSHIP

Women are strongly represented at Quebecor and its subsidiaries. Quebecor is committed to promoting female leadership and helping women grow into management positions.

### Female representation at Quebecor and subsidiaries in 2021

	% of all employees	% of management	% of senior management
Quebecor	<b>61%</b>	<b>45%</b>	<b>38%</b>
TVA Group	<b>48%</b>	<b>51%</b>	<b>33%</b>
Sports and Entertainment Group	<b>44%</b>	<b>39.5%</b>	<b>29%</b>
Videotron	<b>29%</b>	<b>27%</b>	<b>25%</b>
Book, Newspaper, and Digital divisions	<b>46.5%</b>	<b>45%</b>	<b>56%</b>

### Action plan for gender parity in production

To encourage and support the next generation of women in the television industry, TVA launched a gender parity action plan in production in 2019. The target is for 50% of key positions (director, producer, scriptwriter) on TVA's original French-language television productions to be held by women by 2025.

In January 2022, TVA Group reported that 51% of producers, 24% of directors, and 32% of screenwriters on its original productions during the 2020–2021 reference year were women.

There is still a way to go, but TVA has its sights set firmly on gender parity.

# GOVERNANCE

**Good governance is vital to a prosperous business. We want to build a corporate culture of integrity that is effective, meets the needs of all stakeholders, and takes the needs of future generations into account.**

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 Corporate Social Responsibility Committee, whose members include managers and employees. The committee maintains an ESG trends and practices watch, sets guidelines, and coordinates the Corporation's ESG strategy. It is overseen by Quebecor senior management and reports to the Human Resources and Corporate Governance Committee.

In addition to ESG issues, the committee has oversight over executive compensation, succession planning, application of the Code of Ethics, and Quebecor's approach to corporate governance.

The Board has also established an Audit and Risk Management Committee, which reviews the principal risks identified by management and the effectiveness of risk mitigation measures. In the performance of its duties, it receives regular assessments of potential risks to Quebecor and its subsidiaries from management.

*For the fiscal year ended December 31, 2021, Quebecor reported a director attendance rate of 99% at Board meetings and 100% at committee meetings, demonstrating a high level of commitment and participation.*



## **INDEPENDENT MAJORITY ON THE BOARD**

Seventy-five percent of the members of Quebecor's Board of Directors are independent. Since the Chair of the Board is not an independent director, the Board 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.

## **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 shareholder 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.

## **FEMALE REPRESENTATION ON THE BOARD**

In 2018, Quebecor adopted a written policy on director selection and set a target of at least 40% female representation on the Board by 2020. That target was achieved in 2019. The policy was subsequently renewed and the Board undertook to maintain the level of female representation.

On the TVA Group Board of Directors, 50% of the seats have been held by women since **Régine Laurent joined the Board in October 2021**.

A number of women currently hold leadership positions within the Corporation and its subsidiaries, and the long-term succession planning process will ensure strong female representation both in senior management and on the Board in the future. As of December 31, 2021, women made up 46.3% of the management committees of the Corporation and its subsidiaries.

## **GOVERNANCE AND COMPENSATION**

In 2021, the advisory vote on executive compensation again garnered broad support from shareholders. Over 99% of shares (99.96% of Class A shares and 96.58% of Class B shares) were voted in favour of the Corporation's approach.

## **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 covering monitoring procedures and regular updates of security technology. In 2020, the Corporation and its subsidiaries implemented a policy to ensure sound data management and governance. A Chief Privacy Officer responsible for personal data and information was appointed.



## **IN-HOUSE EXPERTISE IN CYBERSECURITY**

With regard to cybersecurity, Quebecor partners regularly with colleges and universities and contributes continuously to the development of Québec's cybersecurity ecosystem. The Corporation has also established a team of experts dedicated to promoting cybersecurity and raising employee awareness of the issue, headed by Quebecor's Chief Information Security Officer.

Mandatory training on cybersecurity and privacy is dispensed to all employees and consultants on a quarterly basis. In addition, information security risks are evaluated for all new suppliers.

# BOARD OF DIRECTORS AND MANAGEMENT COMMITTEE OF QUEBECOR INC.

## BOARD OF DIRECTORS

### **Chantal Bélanger<sup>1</sup>**

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

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

Chair of the Board and CEO,  
Du Musée Investments Inc.

### **Michèle Colpron<sup>1</sup>**

Corporate Director

### **Lise Croteau<sup>1, 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 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.

## 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 CEO

### **Hugues Simard**

Chief Financial Officer

### **Jonathan Lee Hickey**

Senior Vice-President, Legal Affairs and Corporate Secretary

### **Jean-François Parent**

Vice-President and Treasurer

### **Denis Sabourin**

Vice-President and Corporate Controller

### **Sophie Riendeau**

Corporate Secretary

### **Vanessa Romano**

Assistant Secretary

<sup>1</sup>Member of the Audit and Risk Management 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>**

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

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

Chair of the Board and CEO, Du Musée Investments Inc.

### **Michèle Colpron<sup>1</sup>**

Corporate Director

### **Lise Croteau<sup>1, 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.; Chair of the Board and Chair of the Human Resources and Corporate Governance Committee, TVA Group Inc., and Corporate Director

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

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<sup>3</sup>**

President, Cie de Publication Alpha inc.

<sup>1</sup>Member of the Audit and Risk Management Committee

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

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

## MANAGEMENT COMMITTEE

### **Pierre Karl Péladeau**

President and CEO

### **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**

Senior Vice-President and Chief Advertising Officer

### **Jonathan Lee Hickey**

Senior Vice-President, Legal Affairs and Corporate Secretary

